A Sustainable Model for Effective Employee Relations in Contemporary Organizations

Priyanka Panday, Chandigarh University, India*
https://orcid.org/0000-0002-1144-8957
Gagandeep Kaur, Chandigarh University, India

ABSTRACT

Employee relation has emerged as a major point of concern for human resource practitioners. This paper investigated all the possible variables affecting employee relations in the organization through an extensive literature review. A review framework was adopted to fulfill the research objectives of the proposed study. The implications of mediating and moderating variables will be helpful for the manager in building the values and culture by developing the relation of employer-employer. Previous studies have found occasional constructs on the employee relation for a sustainable organization. These study insights on the important variables help in building a strong relationship with employee and employer for sustainable growth. This study focuses on the variables of employee relation which gives strength to employee-employer relations in line with sustainability.

KEYWORDS
Communication, Employee Relation, Empowerment, HRM Practices, Leadership, Mediating Variables and Moderating Variables, Organization Climate, Organizational Justice, Sustainable Organization

INTRODUCTION

Human resources play a vital role in the success of any organization. No organization can survive and sustain in the long run without the continuous and unwavering support of their employees. Organizations should focus and work upon their policies to maintain cordial relations with their employees for sustainable growth (Guest, 1987; Marchington, 1992; Becker, Billings, Eveleth & Gilbert, 1996; Huselid, 2017; Dutton & Ragins, 2017). Employee relations term was first used in the western world in the 21st century to replace the term “Industrial relations”. Employee relations can be classified into four types of relationships, i.e., contractual, emotional, physical, and practical relationship between the employer and employee (Blau, 2017). Initially, Employee relations used to be maintained by the department of human resource management (Strohmeier, 2013; Tsui, Pearce & Porter, 1997), they was solely responsible for managing and enriching the overall HR ecosystem. Nowadays, workplaces are continuously changing owing to their continually evolving organizational culture and focusing more on maintaining cordial relationship with the employees.
In the present era, the rising urge of the organizations to prosper and grow in the short run amidst the cut-throat competition is giving way to various unethical and immoral practices as well (Allen, Porter & Angle, 2015; Young, Davis & McNeil, 2015; Myerson & Bichard, 2016; Kennedy & Anderson, 2017; Gee, 2018; Skinner, 2018). Consequently, short term planning, hasty decision-making, lack of creative and innovative ideas may propel a feeling of doubt and suspicion towards the management amongst the employees in the organizations, proving detrimental to corporate interest (Slawinski & Bansal, 2015; Harper, 2015). This poor attitude of management can give rise to dissatisfaction, disrespect, and lack of trust amongst the employees (Dean, Brandes & Dharwadkar, 1998; Arino, Torre & Ring, 2001; Schein, 2003). Above all, the profit-centric mentality and corporate interest can make the situation more worse. It is mandatory to maintain and strengthen the bond between employees and employers by carving out a valued relationship based upon trust and commitment (Hasim & Tan, 2015; Ganesan & Hess, 1997; Wilkinson, 1999). Employee relations rely upon the psychological contract between the employees and their organizations, rather than the written job contract (Obushenkova, Plester & Haworth, 2018). Organizations need to make employees feel valued at their workplace to ensure healthy employee relations and better organizational performance (Rousseau, 1995; Zhao, Wayne, Glibkowski & Bravo, 2007), failing to do so can lead to a loss of corporate credibility and spoiling the mutual relationship of trust between employee and management (Kazoleas & Teven, 2009; Worthington & NussBaum, 2015).

The organizations that can manage the change over time will see the future other will perish with time. They can remain in business and survive by creating sustainable organizations by ensuring healthy and cordial employee relations and to create sustainable organizations, both the management and the employees need to hold hands together and understand the meaning and concept of the sustainable organization and its relevance (Kuzu & Ozihan, 2014; Al-khozondar, 2015; Kelchner, 2017).

It is essential to investigate some crucial aspects of employee relations and their impact on their sustainability. Hence, giving rise to questions like what factors make an organization sustainable? Which are the factors that contribute or may contribute to organizational sustainability? What can be done to create sustainable organizations?

The present paper focuses on identifying the various dependent, mediating, and moderating variables of the employee relations that affect the employee and organizational performance. It further discusses the implications of employee relations on the organizations functioning and practices.

UNDERSTANDING OF SUSTAINABLE ORGANIZATION

A sustainable Organization defines the ability to maintain the management process over a long period (Bansal & Des Jardine, 2014). According to the Chartered Institute of Personnel and Development Report, sustainable Organization emphasizes creating the Organization’s value towards the long-term preservation and enhancement of environmental, social, and financial aspects. Sustainable Organization is all about keeping the business growing and create enormous value and culture (Colbert & Kurucz, 2007). The four pillars of the sustainable Organization are cooperation, recognition, relationships, and fair rewards to attain full sustainability (Reynolds, 2017). This paper picked employee/human resource as an essential factor for the growth of the business and also discussed the variables that are required for the developing relationship, value, culture, and trust in a sustainable organization.

SUSTAINABLE HRM

Liberalization of the economy has led to intense market competition and has forced HR strategists to implement sustainable HRM practices (Brewster, Chung & Sparrow, 2016). Evidence suggests that employee involvement, a high-performance work system, and employee engagement are primary practices for a sustainable Organization (Storey, 1992). The organizational theorist has argued that competency assessment, skills, and capabilities are the primary source of strategic advantage (Mabey
et al., 1998; Ellinger et al., 2002; Galbreath, 2005; Cabrera & Cabrera, 2005). Sustainable practices are most challenging to emulate (Paauwe & Boselie, 2002). Thus, it is seen as a competitive advantage that positively affects the Organization (Schuler & Jackson, 1987; Wright, McMahan & Mcwilliam, 1992; Wright and McMahan, 1994). Authors recommended that sustainable organizations’ cores are economic, environmental, and social benefits acknowledged as three sustainability components, as also explained by (Elkington 1994; Vuontisjarvi, 2006). Since the development of sustainable strategies needs intense involvement of multilayered organizational structures.

Researchers from the past studies have asserted that human resource development (Masi & Cooke, 2000; Wall & Wood, 2005; Bratten & Gold, 2017), positive incentive systems (Ashton & Sung, 2006; Lerner & Wulf, 2007), constructive organization culture (Chapman & Fitzgerald, 2015; Plester, 2015; Chatman & Reilly, 2016) shared values and goal settings, employee motivation and social climate (Singh, 2000; Albrecht, Bakker & Gruman, 2015; Barrick, Thurgood & Smith, 2015) are the effective practices to manage and enhance employee relation which leads to sustainable organizations if propagated and appropriately executed.

METHODOLOGY

The variables were identified from the past studies published in the various journals of repute. A rigorous literature review process was adopted to fulfill the research objectives of the proposed research (Misra, 2021). This paper focuses on identifying the possible moderators and mechanisms involved in employee relations. It begins by presenting reviews, which are supposed to determine the overall impacts of factors by considering all relevant studies. To achieve the paper’s objective, mediating variables are identified by the available research paper that shows and explains the relationship of the variables with the employee relation, where moderating variables are determined by the theories available. These variables influence the strength and relationships of the dependent and independent variables.

Organization Trust, Organization Structure, Organization Justice, and Organization Climate

Nowadays, business dynamics are changing like never before in emergent economies for sustainability (Dawar & Frost 1999). Organizational trust, structure, and justice connect the employees with sustainable long-term relationship management. These terms define the employees’ trust in managers or immediate superiors, the role of employee’ justice in the delegation of work by the seniors, and the structures that give each employee value. So, employees can easily share their ideas and opinions with the managers that contribute to creating sustainable organizations (Ashford, lee & Bobko, 1989; Scott & Bruce, 1994; Costa, 2003; Schoorman, Mayer & Davis, 2007). Organizational trust plays a mediating role in the relationship between employees and employers, whereas the corporate climate has been seen as a moderating variable by various researchers (Eisenbeiss, Knippenberg, & Boerner, 2008). Moreover, in terms of sustainable organizations, the social ecosystem can be defined as a need for social connection and individual advancement with the workplace’s managers (French & Bell, 1973; Emery & Trist, 1973). As per the social exchange theory, people interact because they expect to receive benefits from the other party (Gouldner, 1960; Blau, 1964). It is a significant antecedent of the internal employee and employer relationship (Cropanzano & Mitchell, 2005). POS assures organizational commitment, organizational endorsement, trust, status, and regard (Blau, 1964; Mueller and Lee, 2002; Fuller et al., 2008). When an individual value aligns with organizational values, the employee feels more empowered (Parry & Strohmeir, 2013). A high level of engagement reflects a positive relation with trust and loyalty (Bhatnagar, 2013). Stroh (2002) also explained communication’s role to build employee commitment, confidence, and stakeholders’ satisfaction.
Leadership Style, Behaviour, and Attitude

Leadership style, behavior, and attitude are the pertinent factors in building strong employee relations (Young and Dulewicz, 2008). Sustainable leadership has come into the limelight, where the whole world has started to think about the ethical responsibilities of the business for the sustainable society (Porter & Kramer, 2006; Colbert & Kurucz, 2007). All previous studies on sustainability define the term in one word, i.e., development of the society (Avery, 2005; Wirtenberg et al. 2007; Bottery et al. 2008; Harris, Twomey 2008; Ameer, Othman 2012; Bottery 2012; Ehnert, Harry 2012; Lambert, 2012; Kramar 2014; Suriyankietkaew & Avery, 2014; McCann & Sweet 2014, Dalati et al. 2016; Evans, Sinclair 2016). But limited literature is available in terms of a sustainable leadership role in employee relations.

Besides this, the Contemporary leadership style provides more empowerment to their people in terms of the decisions related to their work. It helps build a solid connection between both the employees and employers (Biswas & Bhatnagar, 2013). It gives a sense of psychological empowerment to the employees (Bhatnager & Sharma 2005; Bhatnagar 2007).

Other studies also supported this view and added that such discussions could bring positive outcomes to the Organization. i.e., organizational commitment, individual performance (Walumbwa et al., 2011) organizational citizenship behavior (Bambale et al. 2012; Shamsudin et al 2012).

Role of Communication in Employee Relations

Communication has a pivotal role in employee relations (Manjula & Prakash, 2019). Stroh (2002) found a positive relationship between effective communication and employee relations in their respective studies. On the contrary, previous research has emphasized transparency in touch as a key to effective employee relations and higher organizational performance. Communication is also the mode of sharing feelings and information, suggestions, and opinions (Grenbaum, 1974; Buck & Watson, 2006; Cole, 2006; Noordin et al., 2010). Effective communication builds trust between employees and employers (Daniel, 2008; Chinomona & Sandada, 2013).

Effective communication is required for better employee relations for the creation and development of a sustainable organization. (Mefalopulos, 2005; Kutzschabenbach & Brønn, 2006). Clampitt and Williams (2005) felt that employee understanding of their work and role is seen more in employees with better communication. Employees also feel that their work needs to be recognized in the form of day-to-day informal recognition. If changes to be made in the Organization should be communicated effectively to the employees well in advance to avoid confusion. Most of the time, employee relation challenges are due to communication-related issues. It also includes interpersonal and interpersonal conflicts, coordination issues; cross-cultural communication, and performance-related issues (Goldhaber, 1993; Sinkula, 1994) coordination and trust are achieved through effective communication that can influence the overall productivity of the Organization (Pettit et al. 1990; Daft & Huber, 1986).

Employee Relations and Employee Motivation

Employee motivation has also been studied extensively as a critical factor of employee relations (Omollo & Oloko, 2015). It is argued that motivated employees are the assets for any organization. Effective employee relation practices such as employee growth and development, quality work assignment, positive leadership, rewards and incentives, empowerment, and innovation lead to higher employee productivity (Gangne & Deci, 2005; Shahzadi et al., 2014; Nabi et al. 2015).

Relation of Independent Variables and Dependent Variables for Sustainable Organization

Organizational performance has been replaced by sustainable organization performance. In this, performance is defined in three terms; leadership, engagement, and organization development. In
this study, the researcher picked the literature of employee relation with organization performance due to the unavailability of the sustainable organization performance linked with employee relation. Organizational performance is based on the employees’ performance; the employees’ understanding would be better after the execution of better policies and programs related to employee relationship management (Swanson, 1998; Wargborn, 2008; Daniel, 2003). A review and update of the recent financial analysis research covering human resource development explain a positive relationship between human resources practices adopted by the Organization and its performance. The study results also showed that organizational performance is positively correlated with employees’ work and performance (Schurman, 1998; Moses & Stahelski, 1999). Findings from past researches revealed that there is a significant relationship between employee relations and organizational performance (Moses & Stahelski, 1999; Singh & Srivastav, 2012), (Lau, 2000; Debaawy, 2011; Mortazavi et al. 2012; Bratton & Gold, 20017). Employee relations are positively associated with employee performance, and it also decreases burnout and absenteeism (Shaw, 2011).

In early literature also, scholars emphasized the role of trust as a vital requirement for organizational effectiveness and performance (Argyris, 1962; Likert, 1967; McGregor, 1967). Later, many studies substantiated employee relation on the overall point of performance at both the levels, i.e., individual and organizational (Earley, 1986; Robinson, 1996) and job satisfaction in a sustainable era (Muchinsky & Rich, 1997). At the workplace, the job is taken care of by the employees and the supervisors/managers, so the impact of the relationship between the two parties is crucial for the sustainable organization (Judge, Thoresen, Bono & Patton, 2001; Hunter, Schmidt & Jackson, 1982).

### Employee Relation and Employee Engagement

Work engagement has become an essential part of sustainable organizations. According to the Delloite Report, 2015; Employee engagement is of three types in the current scenario,
i.e., actively engaged, not engaged, and disengaged, measuring employee engagement has become imperative for maintaining employee relations for sustainable businesses. Studies show that employee engagement affects productivity, employee performance, revenue, growth, and retention. Measuring employee engagement is based on meaningful work, supportive management, growth opportunity, and leadership trust (Truss et al., 2013). All these factors maintain healthy relations with the employees by the managers/management to understand the working interest of an individual, goal, growth, and building trust within the leaders (Ologbo & Sofian, 2012).

Many researchers have proved that highly engaged employees give rise to a healthy environment and higher productivity. Beyond this, it is a tremendous challenge for employee relationship managers to manage a diverse workforce at a workplace where employees come from a different culture in a sustainable world (Guillaume, Dawson, Otaye-Ebede, Woods & West, 2017). One study shows that self-efficacy plays an essential role in measuring employers’ and managers’ relationship towards engagement. The self-efficacy of the manager plays a mediating role in maintaining employees’ engagement. Another research defined the word collaboration between two parties to support employee relations and enhance employee engagement for future growth (Townsend et al., 2014).

Table 2. Studies related to moderating variables in the relationship of employee relations and organizational outcomes

| Moderating Variables                  | Outcome                          | Related Studies                                                                 |
|--------------------------------------|----------------------------------|-------------------------------------------------------------------------------|
| Perceived Organizational Support     | Organization Performance         | Eisenberger, Huntington, Hutchison & Sowa, 1986; Rhodes & Eisenberger, 2002; Shore & Shore, 1995; Macey & Schneider, 2008; Ming, Mai, Sang & Dai, 2018 |
|                                      | Organization Commitment         | Byrne & Hochwarter, 2008; Ristig, 2009                                        |
| Organization climate                 | Organizational Performance       | Khandekar & Sharma, 2005                                                      |
| Organizational Structure             | Organization Performance         | Guillaume, Dawson, Otaye-Ebede, Woods & West, 2017                            |
| Organization justice                 | Organization Performance         | Bambale; Shamsudin & Subramanian, 2012                                        |
| Organization Culture                 | Organization Performance/Job Satisfaction | Torrington & Hall, 1998; Wang et al., 2005; Van de Ven, 2008               |
| Organization trust                   | Organization Commitment         | Blau, 1964; Fuller et al., 2006; Ming, Mai, Sang & Dai, 2018                |
|                                      | Organization Performance         | Ologbo & Sofian, 2012                                                         |
| Psychological Empowerment            | Employee Commitment             | Thomas, Tram & Hara, 2005                                                    |
|                                      | Organization Satisfaction       | Mowday, 1982; Eeisenberger et al., 1986; Gundlach, 1995                     |
|                                      | Organization Commitment         | Bateman and Strasser, 1984; Lance, 1991; Martin and Bennett, 1996            |
|                                      | Job Involvement                  | Lease, 1998; Vegt et al., 2001                                               |
|                                      | Organization Productivity        | Deci & Gangne, 2005; Shahzadi et al., 2014; Nabi et al., 2015                |
Employee Relation With Employee Commitment

Employee commitment is the reaction towards the Organization’s related policies and practices. In these terms, it is called reciprocate theory (Gouldner, 1960). Employee commitment is portrayed by affective, continuance, and normative measurements (Meyer & Allen, 1991). Organizational trust influences the employees’ commitment levels in this era, where organizations are striving for sustainability. Corporate trust plays a mediator in the relationship between management and commitment development (Whitener, 2001).

To understand the phenomenon of employee relation in the current scenario, we have to look back at the organization support theory, which clearly explains the importance of encouragement, respect, and overall belief regarding the perceived organizational support (POS) from the organization perspective, which leads to affirmative behaviors, less absenteeism and high level of performance (Huntington, Hutchison & Sowa, 1986; Shore & Wayne, 1993; Rhodes & Eisenberger, 2002; Macey & Schneider, 2008). In this line, previous research (Byrne & Hochwarter, 2008; Ristig, 2009) also indicated the role of POS in the evaluation of the job and its relation with the employer. POS assures organizational commitment, organizational endorsement, trust, status, and regard (Blau, 1964; Fuller et al., 2006).

The relationship between commitment and satisfaction has received enormous attention (Bateman and Strasser, 1984; Lance, 1991; Martin and Bennett, 1996). Employee commitment thrives in an atmosphere where employees feel valued (Mowday, 1982; Eeisenberger et al., 1986; Gundlach, 1995), resulting in affective attachment, job involvement, and better employee relations (Lease, 1998). Affective commitment is the firm’s desired outcome—employee relationship strength, representing the ultimate goal of relationship-building between a firm and the employees (Herington et al., 2009). Consequently, employees have a feeling of ownership, and their work commitment increases multiple times.

DISCUSSION

The present study aimed to explore and identify the various factors that impact employee relations and help make sustainable organizations. The authors from the regress review of the literature

Figure 1. A model of employee relations factors leading to sustainable organization
identified the multiple variables that can mediate and moderate employee relations in sustainable organizations. The various factors that can improve employee-employer relationships are perceived organizational support, organizational climate, organizational structure, and organization trust—the organizations which extend unconditional support to their employees and stand by their side gain employee loyalty. The organizations’ positive climate with supportive structures built based on the trust claims high-performing employees and gives birth to positive employee relations. The organizations that empower their people and make them involved in the Organization’s processes increase their employees’ self-efficacy, fostering cordial employee and employer relationships (Townsend et al. 2014). The leadership style and attitudes have a significant effect on employee relations. The authentic and trustworthy leader and propagates accessible communication flow across the Organization command their people’s trust and loyalty (Eisenbeiss, Knippenberg, & Boerner, 2008; Ozen, 2018). The employees, who share cordial relations with the top management experience high job satisfaction, depict high performance, and found more involved and engaged in their jobs. Sustainable organizations are not created in a day or two but take years to develop the same. The management needs to focus upon their practices and their approach towards their people management strategies which, in the real sense, can make organizations sustainable and ensure their perpetual growth in the future. The organizations should exhibit the philosophy of justice and transparency to have better employee relations and develop sustainable systems to ensure long-term sustainability and growth. If the employees perceive their organizations transparent and fair, it leads to good employee relations and better employee and organizational performance, leading to sustainable business organizations.

**CONCLUSION**

The present depicts that employee relations are the outcome of the various antecedents ranging from organization culture, employee involvement, leadership attitude, and behavior-driven by organization trust and communication. Organizations need to create an ethical organizational culture to propel job satisfaction and increased performance among the employees to foster excellent and cordial employee relations and develop sustainable and prosperous organizations.

**Managerial Implications**

Organizations need to work upon the strategies which can improvise employee-employer relations. They need to emphasize the Organization’s culture and create a climate of trust and commitment to have better employee relations. Organizations should extend their support to their employees and empower them to participate in the organizational activities actively. The organization structures need to be aligned with the Organization’s goals, which will help augment self-efficacy, job satisfaction, and involvement in the organizations’ processes. The organizations should upgrade their communication across the organizations to communicate their expectations to the employees to improve productivity and performance. The management should be transparent in their dealings with their employees to gain their trust and commitment, which improves employee relations and benefits Organization overall. Organizations should try to get their employees involved in the decision-making process with the organizational leadership’s assurance and commitment. In totality, organizations should enhance employee experiences to get committed and dedicated employees to have cordial and smooth employee relations and increase business sustainability.

**Future Scope of the Study**

The current study delves upon past research to draw out the various factors that may impact employee relations. The proposed conceptual model can be further tested statistically by drawing a sample from the desired population and checking the impact and relationship. The various
variables picked in the study can be utilized to check their mediating and moderating effect by using structured equation modeling. The significant studies have happened in the western world that calls for empirical testing in the Indian context that can provide new sights in the field of employee relations.

FUNDING AGENCY

Publisher has waived the Open Access publishing fee.
REFERENCES

Al-khozondar, N. (2015). Employee relationship management and its effect on employees performance at telecommunication and banking sectors. Academic Press.

Albrecht, S. L., Bakker, A. B., Gruman, J. A., Macey, W. H., & Saks, A. M. (2015). Employee engagement, human resource management practices and competitive advantage: An integrated approach. Journal of Organizational Effectiveness: People and Performance, 2(1), 7–35. doi:10.1108/JOEPP-08-2014-0042

Allen, R. W., Porter, L. W., & Angle, H. L. (2015). Organizational Dynamics and Intervention: Tools for Changing the Workplace: Tools for Changing the Workplace. Routledge.

Ameer, R., & Othman, R. (2012). Sustainability practices and corporate financial performance: A study based on the top global corporations. Journal of Business Ethics, 108(1), 61–79. doi:10.1007/s10551-011-1063-y

Andrew, O. C., & Sofian, S. (2012). Individual factors and work outcomes of employee engagement. Procedia: Social and Behavioral Sciences, 40, 498–508. doi:10.1016/j.sbspro.2012.03.222

Argyris, C. (1962). Interpersonal competence and organizational effectiveness. Irwin-Dorsey Press.

Ariño, A., De la Torre, J., & Ring, P. S. (2001). Relational quality: Managing trust in corporate alliances. California Management Review, 44(1), 109–131. doi:10.2307/41166113

Ashford, S. J., Lee, C., & Bobko, P. (1989). Content, cause, and consequences of job insecurity: A theory-based measure and substantive test. Academy of Management Journal, 32(4), 803–829.

Avery, G. (2005). Leadership for sustainable futures: Achieving success in a competitive world. Edward Elgar Publishing. doi:10.4337/9781845425494

Bambale, A. J. A., Shamsudin, F. M., & Subramaniam, C. A. (2012). Servant Leadership as Employee-Organization Approach for Performance of Employee Citizenship Behaviors in the Nigeria’s Electric Power Sector. Journal of Marketing Management, 3(1), 1.

Bansal, P., & DesJardine, M. R. (2014). Business sustainability: It is about time. Strategic Organization, 12(1), 70–78. doi:10.1177/1476127013520265

Barrick, M. R., Thurgood, G. R., Smith, T. A., & Courtright, S. H. (2015). Collective organizational engagement: Linking motivational antecedents, strategic implementation, and firm performance. Academy of Management Journal, 58(1), 111–135. doi:10.5465/amj.2013.0227

Bateman, T. S., & Strasser, S. (1984). A longitudinal analysis of the antecedents of organizational commitment. Academy of Management Journal, 27(1), 95–112. PMID: 10265651

Becker, T. E., Billings, R. S., Eveleth, D. M., & Gilbert, N. L. (1996). Foci and bases of employee commitment: Implications for job performance. Academy of Management Journal, 39(2), 464–482.

Bhatnagar, J. (2007). Talent management strategy of employee engagement in Indian ITES employees: Key to retention. Employee Relations, 29(6), 640–663. doi:10.1108/01425450710826122

Biswas, S., & Bhatnagar, J. (2013). Mediator analysis of employee engagement: Role of perceived organizational support, PO fit, organizational commitment and job satisfaction. Vikalpa, 38(1), 27–40. doi:10.1177/0256090920130103

Blau, P. (2017). Exchange and power in social life. Routledge. doi:10.4324/9780203792643

Bottery, M. (2012). Leadership, the logic of sufficiency and the sustainability of education. Educational Management Administration & Leadership, 40(4), 449–463. doi:10.1177/1741143212438220
Bratton, J., & Gold, J. (2017). Human resource management: theory and practice. Palgrave. doi:10.1057/978-1-137-58668-1

Brewster, C., Chung, C., & Sparrow, P. (2016). Globalizing human resource management. Routledge.

Buck, J. M., & Watson, J. L. (2002). Retaining staff employees: The relationship between human resources management strategies and organizational commitment. Innovative Higher Education, 26(3), 175–193. doi:10.1023/A:1017916922194

Byrne, Z. S., & Hochwinter, W. A. (2008). Perceived organizational support and performance: Relationships across levels of organizational cynicism. Journal of Managerial Psychology, 23(1), 54–72. doi:10.1108/02683940810849666

Cabrera, E. F., & Cabrera, A. (2005). Fostering knowledge sharing through people management practices. International Journal of Human Resource Management, 16(5), 720–735. doi:10.1080/0958519050083020

Chapman, G. R., & Fitzgerald, J. (2015). The role of innate characteristics in enhancing team development. Employment Relations Record, 15(1), 58.

Chatman, J. A., & O’Reilly, C. A. (2016). Paradigm lost: Reinvigorating the study of organizational culture. Research in Organizational Behavior, 36, 199–224. doi:10.1016/j.riob.2016.11.004

Chinomona, R., & Sandada, M. (2013). Shared goal, communication and absence of damaging conflicts as antecedents of employee relationship strength at institutions of higher learning in South Africa. Mediterranean Journal of Social Sciences, 4(3), 137–137. doi:10.5901/mjss.2013.v4n3p137

Choi, Y. (2017). Human resource management and security policy compliance. International Journal of Human Capital and Information Technology Professionals, 8(3), 68–81. doi:10.4018/IJHCITP.2017070105

Clampitt, P. G., & Williams, M. L. (2005). Conceptualizing and measuring how employees and organizations manage uncertainty. Communication Research Reports, 22(4), 315–324. doi:10.1080/00036810500317649

Colbert, B. A., & Kurucz, E. C. (2007). Three conceptions of triple bottom line business sustainability and the role for HRM. People and Strategy, 30(1), 21.

Cole, S. (2006). 6. Cultural Tourism, Community Participation and Empowerment. In Cultural tourism in a changing world (pp. 89–103). Channel View Publications. doi:10.21832/9781845410452-008

Costa, A. C. (2003). Work team trust and effectiveness. Personnel Review, 32(5), 605–622. doi:10.1108/00483480310488360

Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. Journal of Management, 31(6), 874–900. doi:10.1177/0149206305279602

Daft, R., & Huber, G. (1986). How organizations learn: a communication framework. Texas A and M Univ College Station Dept of Management.

Dalati, S., & Al Hamwi, S. E. (2016, November). Exploratory Factor Analysis of Adapted SERVQUAL in Private Higher Institutions in Syria. In European Conference on Management, Leadership & Governance (p. 45). Academic Conferences International Limited.

Daniel, C. O. (2018). Effects of marketing strategies on organizational performance. International Journal of Business Marketing and Management, 3(9), 1-9.

Daniel, E. E., Masilamani, R., & Rahman, M. (2008). The effect of community-based reproductive health communication interventions on contraceptive use among young married couples in Bihar, India. International Family Planning Perspectives, 34(04), 189–197. doi:10.1363/3418908 PMID:19201679

Dawar, N., & Frost, T. (1999). Competing with giants: Survival strategies for local companies in emerging markets. Harvard Business Review, 77, 119–132. PMID:10387768

Dean, J. W. Jr, Brandes, P., & Dharwadkar, R. (1998). Organizational cynicism. Academy of Management Review, 23(2), 341–352. doi:10.2307/259378

DeBary, N. (2017). Exploring the Strategies for a Community College Transition into a Cloud-Computing Environment (Doctoral dissertation). Colorado Technical University.
Dutton, J. E., & Ragins, B. R. (2017). Exploring positive relationships at work: Building a theoretical and research foundation. Psychology Press. doi:10.4324/9781315094199

Earley, P. C. (1986). Trust, perceived importance of praise and criticism and work performance: An examination of feedback in the United States and England. Journal of Management, 12(4), 457–473. doi:10.1177/014920638601200402

Eccles, R. G., & Saltzman, D. (2011). Achieving sustainability through integrated reporting. Stanford Social Innovation Review, (Summer), 59.

Ehnert, I., & Harry, W. (2012). Recent developments and future prospects on sustainable human resource management: Introduction to the special issue. Management Review, 221–238.

Eisenbeiss, S. A., van Knippenberg, D., & Boerner, S. (2008). Transformational leadership and team innovation: Integrating team climate principles. The Journal of Applied Psychology, 93(6), 1438–1446. doi:10.1037/a0012716 PMID:19025260

Eisenberger, R., Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. The Journal of Applied Psychology, 71(3), 500–507. doi:10.1037/0021-9010.71.3.500

Ellkington, J. (2013). Enter the triple bottom line. In The triple bottom line (pp. 23–38). Routledge.

Ellinger, A. D., Ellinger, A. E., Yang, B., & Howton, S. W. (2002). The relationship between the learning organization concept and firms’ financial performance: An empirical assessment. Human Resource Development Quarterly, 13(1), 5–22. doi:10.1002/hrdq.1010

Emery, M. (1976). Searching: For new directions, in new ways, for new times. Centre for Continuing Education, The Australian National University.

Evans, M. M., & Sinclair, A. (2016). Navigating the territories of Indigenous leadership: Exploring the experiences and practices of Australian Indigenous arts leaders. Leadership, 12(4), 470–490. doi:10.1177/1742715015574318

French, W. L., & Bell, C. H. (1973). Organization development: behavioral science interventions for organization improvement (No. HD38 F69). Academic Press.

Fuller, J. B., Hester, K., Barnett, T., Frey, L., Relyea, C., & Beu, D. (2006). Perceived external prestige and internal respect: New insights into the organizational identification process. Human Relations, 59(6), 815–846. doi:10.1177/0018726706067148

Fuller, S., & Vosko, L. F. (2008). Temporary employment and social inequality in Canada: Exploring intersections of gender, race and immigration status. Social Indicators Research, 88(1), 31–50. doi:10.1007/s11205-007-9201-8

Gagné, M., & Deci, E. L. (2005). Self-determination theory and work motivation. Journal of Organizational Behavior, 26(4), 331–362. doi:10.1002/job.322

Galbreath, J. (2005). Which resources matter the most to firm success? An exploratory study of resource-based theory. Technovation, 25(9), 979–987. doi:10.1016/j.technovation.2004.02.008

Ganesan, S., & Hess, R. (1997). Dimensions and levels of trust: Implications for commitment to a relationship. Marketing Letters, 8(4), 439–448. doi:10.1023/A:1007955514781

Gee, J. (2018). The new work order. Routledge. doi:10.4324/9780429496127

Gillenson, M. L., & Sanders, T. C. (2005). Employee relationship management: Applying the concept of personalization to US Navy sailors. Information Systems Management, 22(1), 45–50. doi:10.1201/1078/4491 2.22.1.20051201/85738.6

Goldhaber, G. (1993). Organizational Communication. Brown & Benchmark.

Gouldner, H. P. (1960). Dimensions of organizational commitment. Administrative Science Quarterly, 4(4), 468–490. doi:10.2307/2390769

Guest, D. E. (1987). Human resource management and industrial relations. Journal of Management Studies, 24(5), 503–521. doi:10.1111/j.1467-6486.1987.tb00460.x
Guillaume, Y. R., Dawson, J. F., Otaye-Ebede, L., Woods, S. A., & West, M. A. (2017). Harnessing demographic differences in organizations: What moderates the effects of workplace diversity? *Journal of Organizational Behavior, 38*(2), 276–303. doi:10.1002/job.2040 PMID:28239234

Gundlach, G. T., Achrol, R. S., & Mentzer, J. T. (1995). The structure of commitment in exchange. *The Journal of Marketing, 78*-92.

Harper, C. (2015). *Organizations: Structures, processes and outcomes*. Routledge.

Harris, D. L., & Twomey, T. M. (2008, July). Economic democracy: balancing economic development, property rights, and individual liberty to advance civilization. In *Competition Forum* (Vol. 6, No. 2, p. 258). American Society for Competitiveness.

Hashim, K. F., & Tan, F. B. (2015). The mediating role of trust and commitment on members’ continuous knowledge sharing intention: A commitment-trust theory perspective. *International Journal of Information Management, 35*(2), 145–151. doi:10.1016/j.ijinfomgt.2014.11.001

Herington, C., Johnson, L. W., & Scott, D. (2009). Firm–employee relationship strength—A conceptual model. *Journal of Business Research, 62*(11), 1096–1107. doi:10.1016/j.jbusres.2008.06.019

Hunter, J. E., Schmidt, F. L., & Jackson, G. B. (1982). *Meta-analysis: Cumulating research findings across studies* (Vol. 4). Sage Publications, Inc.

Huntington, R., Hutchison, S., & Sowa, D. (1986). Perceived organizational support. *The Journal of Applied Psychology, 71*(3), 500–507. doi:10.1037/0021-9010.71.3.500

Huselid, M. A. (1995). The impact of human resource management practices on turnover, productivity, and corporate financial performance. *Academy of Management Journal, 38*(3), 635–672.

Judge, T. A., Thoresen, C. J., Bono, J. E., & Patton, G. K. (2001). The job satisfaction–job performance relationship: A qualitative and quantitative review. *Psychological Bulletin, 127*(3), 376–407. doi:10.1037/0033-2909.127.3.376 PMID:11393302

Kazoleas, D., & Teven, J. J. (2009). *Public relations and organizational credibility: Refining the definition, measurement and assessment of organizational trust*. Academic Press.

Kennedy, J. A., & Anderson, C. (2017). Hierarchical rank and principled dissent: How holding higher rank suppresses objection to unethical practices. *Organizational Behavior and Human Decision Processes, 139*, 30–49. doi:10.1016/j.obhdp.2017.01.002

Kramar, R. (2014). Beyond strategic human resource management: Is sustainable human resource management the next approach? *International Journal of Human Resource Management, 25*(8), 1069–1089. doi:10.1080/09585192.2013.816863

Kumah, P., Yaokumah, W., & Buabeng-Andoh, C. (2018). Identifying HRM Practices for Improving Information Security Performance: An Importance-Performance Map Analysis. *International Journal of Human Capital and Information Technology Professionals, 9*(4), 23–43. doi:10.4018/ijhcticp.2018100102

Kuzu, Ö. H., & Özilhan, D. (2014). The effect of employee relationships and knowledge sharing on employees' performance: An empirical research on service industry. *Procedia: Social and Behavioral Sciences, 109*, 1370–1374. doi:10.1016/j.sbspro.2013.12.639

Lance, C. E. (1991). Evaluation of a structural model relating job satisfaction, organizational commitment, and precursors to voluntary turnover. *Multivariate Behavioral Research, 26*(1), 137–162. doi:10.1207/s15327906mbr2601_7 PMID:26782615

Lau, R. S. (2000). Quality of work life and performance—An ad hoc investigation of two key elements in the service profit chain model. *International Journal of Service Industry Management, 11*(5), 422–437. doi:10.1108/09564230010360164

Lawler, E. E., Mohrman, A. M., Mohrman, S. A., Ledford, G., & Cummings, T. G. (1999). *Doing research that is useful for theory and practice*. Lexington Books.

Lease, S. H. (1998). Annual review, 1993–1997: Work attitudes and outcomes. *Journal of Vocational Behavior, 53*(2), 154–183. doi:10.1006/jvbe.1998.1662
Lerner, J., & Wulf, J. (2007). Innovation and incentives: Evidence from corporate R&D. *The Review of Economics and Statistics, 89*(4), 634-644.

Likert, R. (1967). *The human organization.* McGraw-Hill.

Mabey, C., Skinner, D., & Clark, T. (Eds.). (1998). *Experiencing human resource management.* Sage. doi:10.4135/9781446280263

Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology: Perspectives on Science and Practice, 1*(1), 3–30. doi:10.1111/j.1754-9434.2007.0002.x

Manjula, M., & Prakash, T. (2019). *Enhancing Work Performance of Automobile Sales Employees in Industry 4.0.* Academic Press.

Marchington, M. (1992). Contrasting Patterns of Industrial Relations in Britain. *New Zealand Journal of Industrial Relations, 17*(2). Advance online publication. doi:10.26686/nzjir.v17i2.3321

Martin, C. L., & Bennett, N. (1996). The role of justice judgments in explaining the relationship between job satisfaction and organizational commitment. *Group & Organization Management, 21*(1), 84–104. doi:10.1177/1059601196211005

Masi, R. J., & Cooke, R. A. (2000). Effects of transformational leadership on subordinate motivation, empowering norms, and organizational productivity. *The International Journal of Organizational Analysis, 8*(1), 16–47. doi:10.1108/eb028909

McCann, J., & Sweet, M. (2014). The perceptions of ethical and sustainable leadership. *Journal of Business Ethics, 121*(3), 373–383. doi:10.1007/s10551-013-1704-4

McCloskey, D. W. (2018). An examination of the boundary between work and home for knowledge workers. *International Journal of Human Capital and Information Technology Professionals, 9*(3), 25–41. doi:10.4018/ IJHCITP.2018070102

McGregor, D. (1967). *The professional manager.* McGraw-Hill.

McNeeley, B. L., & Meglino, B. M. (1994). The role of dispositional and situational antecedents in prosocial organizational behavior: An examination of the intended beneficiaries of prosocial behavior. *The Journal of Applied Psychology, 79*(6), 836–844. doi:10.1037/0021-9010.79.6.836

Mefalopulos, P. (2005). Communication for sustainable development: applications and challenges. *Media and glocal change. Rethinking communication for development, 247-260.*

Meyer, J. P., & Allen, N. J. (1991). A three-component conceptualization of organizational commitment. *Human Resource Management Review, 1*(1), 61–89. doi:10.1016/1053-4822(91)90011-Z

Misra, S. (2021). A Step by Step Guide for Choosing Project Topics and Writing Research Papers in ICT Related Disciplines. In *Information and Communication Technology and Applications: Third International Conference, ICTA 2020, Minna, Nigeria, November 24–27, 2020, Revised Selected Papers 3* (pp. 727-744). Springer International Publishing.

Mortazavi, S., Shalbaf Yazdi, S. V., & Amini, A. (2012). The role of the psychological capital on quality of work life and organization performance. *Interdisciplinary Journal of Contemporary Research in Business, 4.*

Moses, T. P., & Stahelski, A. J. (1999). A productivity evaluation of teamwork at an aluminum manufacturing plant. *Group & Organization Management, 24*(3), 391–412. doi:10.1177/1059601199243007

Mowday, R. T., Porter, L. W., & Steers, R. M. (1982). Employee-organization linkage. In *The psychology of commitment absenteeism, and turn over.* Academic Press Inc.

Muchinsky, P. M. (1977). Organizational communication: Relationships to organizational climate and job satisfaction. *Academy of Management Journal, 20,* 592–607.

Mueller, B. H., & Lee, J. (2002). Leader-member exchange and organizational communication satisfaction in multiple contexts. *The Journal of Business Communication, 39*(2), 220-244.

Myerson, J., & Bichard, J. A. (2016). *New demographics new workspace: Office design for the changing workforce.* Routledge. doi:10.4324/9781315597928
Nabi, G., Wei, S., & Shabbir, M. (2015). Does selection mechanism for temporary employees in public sector universities affect right selection? *International Journal of Service Science, Management, Engineering, and Technology, 6*(3), 1–11. doi:10.4018/IJSSMET.2015070101

Noordin, F., Omar, S., Sehan, S., & Idrus, S. (2010). Organizational climate and its influence on organizational commitment. *International Business & Economics Research Journal (IBER), 9*(2).

Obushenkova, E., Plester, B., & Haworth, N. (2018). Manager-employee psychological contracts: Enter the smartphone. *Employee Relations, 40*(2), 193–207. doi:10.1108/ER-02-2017-0040

Omollo, P. A., & Oloko, M. A. (2015). Effect of motivation on employee performance of commercial banks in Kenya: A case study of Kenya Commercial Bank in Migori County. *International Journal of Human Resource Studies, 5*(2), 87-103.

Ozen, F. (2018). The Impact of the Perception of Organizational Virtue on the Perception of Organizational Happiness in Educational Organizations. *Educational Policy Analysis and Strategic Research, 13*(4), 124–140. doi:10.29329/epasr.2018.178.7

Ozmen, Y. S. (2018). How employees define organisational trust: Analysing employee trust in organisation. *Journal of Global Responsibility, 9*(1), 21–40. doi:10.1108/JGR-04-2017-0025

Paauwe, J., & Boselie, P. (2002). Challenging (strategic) human resource management theory. Academic Press.

Parry, E., & Strohmeier, S. (2014). HRM in the digital age–digital changes and challenges of the HR profession. *Employee Relations.

Pettit, J. D., Goris, J. R., & Vaught, B. (1997). An examination of organizational communication as a moderator of the relationship between job performance and job satisfaction. *Journal of Business Communication, 34*(1), 1–98. doi:10.1177/002194369703400105

Pham, Q. T., Tran, X. P., Misra, S., Maskeliūnas, R., & Damaševičius, R. (2018). Relationship between convenience, perceived value, and repurchase intention in online shopping in Vietnam. *Sustainability, 10*(1), 156. doi:10.3390/su10010156

Plester, B. (2015). Ingesting the Organization: The embodiment of organizational food rituals. *Culture and Organization, 21*(3), 251–268. doi:10.1080/14759551.2013.873798

Porter, M. E., & Kramer, M. R. (2006). The link between competitive advantage and corporate social responsibility. *Harvard Business Review, 84*(12), 78–92. PMID:17183795

Reynolds, M. (2017). *Organizing reflection*. Routledge. doi:10.4324/9781315247502

Rhoades, L., & Eisenberger, R. (2002). Perceived organizational support: A review of the literature. *The Journal of Applied Psychology, 87*(4), 698–714. doi:10.1037/0021-9010.87.4.698 PMID:12184574

Ristig, K. (2009). The impact of perceived organizational support and trustworthiness on trust. *Management Research News, 32*(7), 659–669. doi:10.1108/01409170910965251

Robinson, S. (1996). Trust and breach of the psychological contract. *Administrative Science Quarterly, 41*(4), 574–599. doi:10.2307/2393868

Rousseau, D. M. (1998). The ‘problem’of the psychological contract considered. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior, 19*(S1), 665–671. doi:10.1002/(SICI)1099-1379(1998)19:1+<665::AID-JOB972>3.0.CO;2-X

Schein, E. H. (2003). Organizational socialization and the profession of management. *Organizational Influence Processes, 36*(3), 283-294.

Schoorman, F. D., Mayer, R. C., & Davis, J. H. (2007). *An integrative model of organizational trust: Past, present, and future*. Academic Press.

Schuler, R. S., & Jackson, S. E. (1987). Linking competitive strategies with human resource management practices. *The Academy of Management Perspectives, 1*(3), 207–219. doi:10.5465/ame.1987.4275740

Shurman, S. J. (1998). Invited reaction: Comments on lau and may’s study. *Human Resource Development Quarterly, 9*(3), 227–233. doi:10.1002/hrdq.3920090303
Scott, S. G., & Bruce, R. A. (1994). Determinants of innovative behavior: A path model of individual innovation in the workplace. Academy of Management Journal, 37(3), 580–607.

Shahzadi, I., Javed, A., Pirzada, S. S., Nasreen, S., & Khanam, F. (2014). Impact of employee motivation on employee performance. European Journal of Business and Management, 6(23), 159–166.

Sharma, N., & Singh, V. K. (2018). Psychological empowerment and employee engagement: Testing the mediating effects of constructive deviance in Indian IT Sector. International Journal of Human Capital and Information Technology Professionals, 9(4), 44–55. doi:10.4018/IJHCITP.2018100103

Sharma, R., & Bhatnagar, J. (2009). Talent management–competency development: Key to global leadership. Industrial and Commercial Training, 41(3), 118–132. doi:10.1108/00197850910950907

Shaw, J. D. (2011). Turnover rates and organizational performance: Review, critique, and research agenda. Organizational Psychology Review, 1(3), 187–213. doi:10.1177/2041386610382152

Shore, L. M., & Wayne, S. J. (1993). Commitment and employee behavior: Comparison of affective commitment and continuance commitment with perceived organizational support. The Journal of Applied Psychology, 78(5), 774–780. doi:10.1037/0021-9010.78.5.774 PMID:8253631

Singh, J. (2000). Performance productivity and quality of frontline employees in service organizations. Journal of Marketing, 64(2), 15–34. doi:10.1509/jmkg.64.2.15.17998

Singh, T., & Srivastav, S. K. (2012). QWL and organization efficiency: A proposed framework. Journal of Strategic Human Resource Management, 1(1), 1.

Sinkula, J. M. (1994). Market information processing and organizational learning. Journal of Marketing, 58(1), 35–45. doi:10.1177/00222429405800103

Skinner, H. (2018). The impact of cultural values and economic constraints on tourism businesses’ ethical practices. International Journal of Tourism Cities.

Slawinski, N., & Bansal, P. (2015). Short on time: Intertemporal tensions in business sustainability. Organization Science, 26(2), 531–549. doi:10.1287/orsc.2014.0960

Storey, J. (1992). Developments in the management of human resources: an analytical review. Blackwell.

Stroh, L., & Northcraft, G. (2002). M. Neale. Organisational Behaviour.

Strohmeier, S. (2013). Employee relationship management—Realizing competitive advantage through information technology? Human Resource Management Review, 23(1), 93–104. doi:10.1016/j.hrmr.2012.06.009

Suriyankietkaew, S., & Avery, G. (2014). Employee satisfaction and sustainable leadership practices in Thai SMEs. Journal of Global Responsibility, 5(1), 160–173. doi:10.1108/JGR-02-2014-0003

Swanson, R. A. (1999). The foundations of performance improvement and implications for practice. Advances in Developing Human Resources, 1(1), 1–25. doi:10.1177/152342239901001012

Townsend, K., Wilkinson, A., & Burgess, J. (2014). Routes to partial success: Collaborative employment relations and employee engagement. International Journal of Human Resource Management, 25(6), 915–930. doi:10.1080/09585192.2012.743478

Truss, C., Shantz, A., Soane, E., Alfes, K., & Delbridge, R. (2013). Employee engagement, al performance and individual well-being: exploring the evidence, developing the theory. Academic Press.

Tsui, A. S., Pearce, J. L., Porter, L. W., & Tripoli, A. M. (1997). Alternative approaches to the employee-organization relationship: Does investment in employees pay off? Academy of Management Journal, 40(5), 1089–1121. doi:10.2307/256928

von Kutzschenbach, M., & Brønn, C. (2006). Communicating sustainable development initiatives: Applying co-orientation to forest management certification. Journal of Communication Management (London), 10(3), 304–322. doi:10.1108/13632540610681185

Vuontisjärvi, T. (2006). Corporate social reporting in the European context and human resource disclosures: An analysis of Finnish companies. Journal of Business Ethics, 69(4), 331–354. doi:10.1007/s10551-006-9094-5
Priyanka Panday has submitted her Ph.D. thesis on talent management from Chandigarh University, Mohali, India. She has more than 7 years of teaching experience for postgraduate students. She is currently working as an Assistant Professor of Human Resource Management at Doon Business School, Dehradun, India. She has published more than 10 research papers in various national and international journals. She has one edited book also on “Critical issues on changing dynamics in employee relations and workforce diversity” with IGI Global Inc. USA.

Gagandeep Kaur is working as Associate Professor at the university school of Business (Chandigarh University). She has more than 16 years of teaching and research experience. She has published more than 25 research papers in various national and international journals of repute. Her area of research is workforce dynamics, employee attrition, and talent management, employee happiness.