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**ABSTRACT**

The writer of this paper has investigated the employment relationship that exists within HLBTCI Ltd, analysis was done concerning the employment relations perspectives with an emphasis on the strengths and weaknesses with the view of explaining which one best fits the Organization. An analysis was also done concerning the employee Involvement, Employee Participation, Employee Voice, and other forms of each emphasizing their value and impact on organizational performance and productivity. A review of the literature was also done, which is also listed in this assignment from Textbooks, internet sources and questionnaire surveys, and semi-structured interviews that assist the writer in properly addressing the question.

**Introduction**

Employment relationships describe the relationship that exists between employers and employees in the workplace. These two forms of employment relationship are formal and informal. Within the formal structure, the relationship is directed and controlled by a contract of employment as a procedural agreement. Within the informal structure of the relationship, it is in the shape of the psychological contract which expresses certain assumptions and expectations about what managers and employees must offer and are willing to deliver. Employment is broken down into two Dimensional, which are Individual and collective, they are used to contribute to the development of a positive and productive employment relationship (Performance Appraisal System. There are two types of employment contract that defines employment relationship. Transactional and Relational, the transactional view defines, terms of exchange which are usually financial, and the relational defines abstract and refers to open membership in the organization. How can management, manage the relationship within an organizational context, in the paragraphs listed below, gives an overview of employment perspectives' impact on performance and productivity. Their strengths and weakness of each and exploring the impact of employee engagement, considering employee’s voice, involvement, and participation within the Organization.

This assignment is expected to address the practical research problem and how it affects work performance and productivity. Each heading provides the essential background information, rationale for the research, presentation of the issues, scope of the course, and background information relating to this assignment.

This assignment adds potential practical value in assisting the Organization in addressing the employment issues. It offers evidence to shed light on what previous studies have done in the same field by not inventing the wheel. This course also draws attention to any strengths or weaknesses of the earlier studies and offers evidence that will either prove or disprove the objectives outlined.

Academic researchers and professional researchers' have shown interest in Public and Private Sector organizations. Industrial Relations and Law concepts are considered a rich research area by many researchers who already made their contributions. However, these concepts play integral roles in the employment relationship as it indicates high performance. Although there is still no clear depiction, of how corporate goals affect employee performance and organizational performance, due to this contradictory matter, the research question arises, whether industrial relations and law concepts improve work performance.

All academic sources used in this study are fully acknowledged and disclosed, in line with the MLA System Referencing.

What is an Employment relationship?

Employment relationship describes the relationship that exists between employers and employees in the workplace. The dynamics and nature of the employment relationship itself make it difficult to manage as some problems or factors can evolve or influence it. To address the assignment question, I will review and critique the dynamics and nature of the employment relationship in HLBTCI Ltd. Since there is not much to say about my organization. Employment relationship involves employers providing an environment that makes employees committed to the work that they do and strives to support the organization in achieving its goals, vision, and values.  Unfortunately, I will say that the level of employee engagement in this organization is very low. Since she has begun working in that organization, there had never been a year where a Human Resource review, has not taken place. I got disappointed with the organization a long time ago it has affected her physically and psychologically that contributed to occupational stress and other stress issues.

In December 2020, her organization announced a major redundancy exercise within the organization as employees were expecting job security and management was considering the possibility of making their positions redundant. This meant that employees in the organization had to re-apply for the position that they currently hold and go through a thorough evaluation process before the outcome will be decided. Also, when employees are retained there is a possibility of a reduced salary since the organization must meet its budgetary challenges.  This has caused substantial levels of employee disengagement and uncertainty, lack of communication, poor leadership, the workload of job design, lack of growth, lack of experience, equity, fairness, and transparency. Employees are demotivated and must drag themselves to work every morning and others are considering leaving the organization. What I will propose as a solution to the organization’s problem is that to promote employee engagement there is the need to respect the employees. In situations such as this, there is the need for the Job Analysis process to take place and prepare employees mentally before a formal notice is made. The organization is made up of various positions which must be staffed, and the job analysis is the procedure through which the manager can determine the duties of these positions. It is very important to Human Resource Management; it is known as the building block of all personnel functions. All Human Resource activity requires some type of information from the Job Analysis exercise. It assists the organization, during the recruitment and selection process, performance appraisal, training and development, job evaluation, career planning, work design, and human resource planning. The information gathered from job analysis will assist in the creation of two main products, Job Description, which outlines the duties tasks to be performed and Job Specification determines the knowledge, skills, and abilities, and other characteristics required of the person selected for the job.

This organization has a staff committee, and it came to the knowledge of the employees that, the management did not communicate or consult the staff about the possibility of their job being redundant. However, the management did not wait for the said date and went ahead to proceed with the redundancy exercise. This has left employees feeling unappreciated, disrespected, and insecure. According to the employment law of the Turks and Caicos Islands section 71 (1) dismissal on grounds of redundancy subsection 2 (b) 1 -2 the employer should have consulted early with the employees’ concern and their representatives, on the possible measures that could be taken to avert or minimize the adverse effects of such a situation on the employment relationship and possible measures that could be taken to mitigate the adverse effects of any termination of the employees concerned. Therefore, the organization adopts an effective communication and feedback system that allows employees to have their views and concerns voiced to management, it will avoid and prevent and eliminate all possibilities of conflict. In addition to the effort of retaining high potential employees, rather than standing the risk of losing them. And reduce the effects of employee dissatisfaction, increase employee morale, and reduce high turnover. Allowing employees to exercise their based-on decisions which affect them at work, makes the employment relationship valuable and constitutes collective bargaining, and is viewed as the most effective process to control work relations.

In this assessment, the evidence reveals that each perspective has its unique features. in my opinion, the pluralistic view is the most appropriate for the HLBTCI Ltd employment relationship because it adopts a collaborative view of all concerns involved and considers them as one that fit.

**Unitary view**

The organization is a consciously coordinated social unit, composed of two or more people, that functions on a relatively continuous basis to achieve a common goal or set of goals. The structure is formal, and all activities are planned ad coordinated through a division of labor and function, and a hierarchy of authority and responsibility. It consists of Policies and procedures, Spans of control, Organizational charts, a Mission statement, the definition of job descriptions, and a Performance management system. The structure has a formal disciplinary procedure policy all these are key strengths in this structure. Team performance is expected of all management and staff. It is seen as a coalition and is dependent upon the type of organization. It is difficult to define specific, permanent boundaries for an organizational coalition.

**Pluralistic view**

The organization arises from the interaction of people working in the organization, the psychological and social needs, and the development of groups within their relationships and norms of behavior, irrespective of those definitions in the formal organization. It has a flexible structure and is loosely structured. Relationships are left undefined, and the memberships are very spontaneous and with varying degrees of involvement. The Pluralistic view provides the satisfaction of an employee's social needs and sense of personal identity and belonging. It provides for additional channels of communication. It provides a means of motivation, it provides a feeling of stability and security, and it provides a means of highlighting performance deficiencies or weaknesses within the organizational structure. It has a great influence on morale, motivation, and job satisfaction. The downside to this perspective is it avoids and prevents damage to a commonality of interests and focuses more on resolving work problems than the actual causes of its origin. This perspective is criticized for being viewed in denial of existing basic resentment in the employment relationship, though its tents influence the attitudes and behavior of employers towards their employees.

**Radical View**

Within the organizations' structure, whether formal or informal, this view poses many challenges that will affect employee performance and organizational productivity. There are no structures that will contribute to the achievement of the goals and objectives of the organization. This perspective best suits a laidback organization, it resists team cohesiveness, fights against cooperation, and is considered a threat to the organization. A company that practices this style of management harms performance and achievement of goals and objectives. Its nature, influence the employment relationship in a negative way, lack of communication, poor leadership, lack of growth, lack of experience, etc.

**Other Examples and Approaches**

In my view, the objective of the employment relationship is to optimize every employee’s output in terms of quality and quantity, thereby improving the company’s overall performance and service delivery. I proposed that the organization adopt coaching, mentoring, and counseling strategies, to help gain employees' attention to the key issues affecting performance. This can be a performance of the individual or the team. Focusing on the detail and relevance of the conversation to those key issues and creating a positive feedback loop. In addition, focusing on what is working as well as what is not working. The overall objective is to maximize employee performance and organizational productivity.

Involvement means that management allows employees to discuss with it issues that affect them, but management retains the right to manage. It is primarily a management-driven concept. Participation is about employees playing a greater part in the decision-making process. It is therefore much closer to the concept of employee’s voice systems, that is arranging for ensuring that employees are allowed to influence management decisions and to contribute to the improvements of organizational performance.

Several forms of employee involvement existing within the Organization are used by the organization to maintain a productive workforce. Participative management, Representative participation, Board representatives, and Quality Circles.

An organization that has adopted a more democratic leadership style of management, encourages and practices participative management. Employees are allowing them to make suggestions regarding the planning of organizational goals and objectives relating to the strategic direction of the organization. Within the hierarchal structure, communication lines are open, and the authority of tasks is delegated to the subordinates at the lower level. Employees are given a high level of autonomy; they are allowed to make decisions on work-related matters regarding their performance deficiencies and make their contributions and suggestions on performance goals and objectives. They adopt the characteristics of the pluralistic perspective style of management.

Employee Participation is a process of employee involvement designed to provide employees with the opportunity to influence and, where appropriate, to take part in decision-making matters which affect them. In the concept of participation, employees will participate if asked, providing feedback to enhance performance, being more conscious of the employer’s objectives, able to raise objections to challenging levels –empowerment, commitment is not compliance.

Employees need to be attached to the work and organization, committed to the goals and values, two trust and fairness, employers have a choice about the two processes, level involvement through to participation.

**Direct Participation:** “Communication ( Information Disclosure), Maybe two way, i.e. top-down or bottom-up, latter best described as consultation, lack of understanding is the major source of inefficiency, lack of motivation, in the absence of clear information, the grapevine rules, Consultative Management encourages employees to make their views known on work-related matters, but retains right to act or not, Delegative- Management increases employees discretion and responsibility to do jobs without reference back, both may involve individuals or groups, individuals can be face to face or arm’s length, groups may be permanent or temporary, group activity is seen a central but rarely autonomous.

**Indirect or Representation Participation**: These include, Collective Bargaining, Called joint workplace regulation by Fox, Agrees procedural and substantive rules of an employment relationship, acting as a substitute for legal regulation, the intended outcome is an agreement, lacking agreement, management, does not proceed, Joint Consultation, Management decided whether to consult and subject matter, seeks views of employee representative and takes them into account, may go ahead in the face of opposition worker directors Cooperation with unions mean employee relations can be given a lower priority as they are under control, unions useful re grievance, discipline, and safety.

What is Employee Voice?

Employee voice is the term increasingly used to cover a whole variety of processes and structures which enable, and sometimes empower employees, directly or indirectly to contribute to decision-making in the firm. Employee voice can be seen as the ability of employees to influence the actions of the employer.

**Forms of Employee Voice**

Employee voice falls into two main categories representative participation and upward problem-solving.

Representation Participation:

1. Joint consultation,
2. Partnership schemes,
3. European Work Councils,
4. Collective representation, the interests of individual

Upward Problem-solving

1. Electronic Media
2. Two-way communication
3. Attitudes Surveys
4. Suggestions Schemes
5. Project Teams

**Employee Voice and Involvement Relationship within HLBTCI Ltd**

Employment engagement involves creating and maintaining a work environment that motivates and supports employees’ performance and the achievement of organizational goals and objectives. Communication is key to the success of any organization's strategy and strategic performance objectives.

This is done through systems, strategic plans, and performance management system-based systems. The organization conducts induction programs to benefit both the employee and the employer. Accordingly, a formal welcoming process is designed to make new employees feel comfortable, informed about the organization, and prepare for their position. New employee induction is coordinated by the Human Resource Department on behalf of the receiving department. Generally, it includes among other things an overview of the organization’s history, an explanation of its core values, vision and mission statement, and the goals and objectives. In addition, the new employees will be given an overview of the benefits and legal issues and complete any necessary paperwork.

There are presented with all codes, keys, and procedures needed to out of their job functions within the organization. The supervisor introduces them to the staff throughout the organization, reviews their job description and scope of the position, explains the performance management and appraisal system, and helps them get started on their specific functions. At all times assistance would be provided by the Human Resource Department.

The organization also operates a performance-based management system, which focuses on organizational efficiency and effectiveness and communicates with all staff on a quarterly and annually basis.

The organizational structure is hierarchical structure employees are not allowed to bypass the chain of command. Authority is centralized, top-down approach and decision making is limited. Some managers don’t solicit feedback and many employees are intimidated by managers and the process results in resentment. Unfortunately, the level of employee involvement, participation, and voice is very low. The organization can propose a hard human resource strategy that is based on quantitative analysis to ensure that the right number and the right sort of talent are available when needed.

In December 2020, the organization agreed to pay staff bonuses as a form of contribution to their performance. Although management suggested a financial reward, the psychological contract was violated because management failed to deliver. For an engaged workforce to be productive and successful, it requires a high level of trust, without trust engagement could not exist. This has caused substantial levels of employee dissatisfaction and low morale. Employees are demotivated and must drag themselves to work every morning and others are considering resigning from the organization.

To re-engage the workforce, I proposed two fundamental principles, a Pluralistic Perspective, and Human Resourcing Planning process, and the job analysis procedure. The Job analysis procedure determines the duties of the positions, and it can assist the organization during, the recruitment and selection process, performance appraisal, training and development, job evaluation, career planning, work design, and human resource planning. The human resource planning process determines and addresses human resource needs, in the organization, quantitative and qualitative terms, how many people are needed, and what sort of talent is required. In essence, it is a decision-making process that combines three important activities, identifying and acquiring the right number of people with the proper skills, motivating them to achieve high performance, and creating interactive links between business objectives and people planning activities. This will allow employees to exercise their decision-making authority on matters at work. This is what makes the employment relationship valuable and constitutes collective bargaining being viewed as the most effective process to control employment relations.

Consequently, employers need to provide a clear path for great talents since they stand the risk of losing talented employees. Employee empowerment and delegation are two key elements that can be explored by management in creating and maintaining a vibrant workforce. Employees can make decisions relating to work-related issues that are affecting them and allow them to make their contribution to the overall strategic plan of the organization. What this means, it increases employee motivation and performance that enable them to contribute to the goals and objectives of the organization. In my opinion, employee engagement has been proven to decrease the staff turnover rate in many organizations. it also contributed to improvement in productivity and efficiency, it helps to increase your consumer base at a high level and causes the company to increase its profits margin. Employees who are engaged at work, make a significant contribution towards the achievement of organizational goals and objectives, to this end both parties are benefited.

**Employee voice at HLBTCI Ltd**

1. All authority is centralized all decisions are made by top management (Top-down approach)
2. Downward communication process
3. Employees' voices are limited
4. Forms of voice are ignored
5. No benefits

**Employee Voice in TCINIB**

1. Authority is centralized but employees are involved in the decision-making process
2. Forms of voice are adopted
3. Open lines communication
4. Produces benefits
5. strong psychological employment contract

**Conclusion**

The learning gained an understanding of key concepts of how countries interact on an international level in gaining a competitive advantage in the global market. The impact of Industrial Relations and law brings countries closer where each country depends on each other for trade.

Secondly, the importance of operating ethically, making the employee relations align with the code of ethics that sets standards to be complied with. Thirdly, the cultural and social influences if not respected, can negatively affect the employment relationship. Fourthly, Communication is an important ingredient that contributes to effective good industrial relations for parties involved in the process. Also, governmental policies and regulations play an important role in industrial relations by influencing their political and employment policies, whether they are isolationist, conservative or liberal, etc. In summarizing all the key concepts in industrial relations and law management, I am now able to expand my knowledge in exponential growth in forming my own business and contributing to the wider society.

This course has provided me with an environment to grow academically and professionally within the Turks and Caicos Islands National Insurance Board, where I am currently employed as a compliance supervisor. I hope to make this the main goal in helping local businesses within my community who hope to expand their opportunities for good industrial relations in the global market. This course was very beneficial professionally and rewarding.

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**STATEMENT OF ORIGINALITY**

**Student Name:** Dexter Jermaine Parker

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**SCHOOL:** Business and Economics

**Assignment Title: (Introduction to Industrial Relations and Law** AIU-Assignment **)**

**Student ID number**: UD7228BHUB1442

This Course Work assignment is a result of my work. All academic sources used in this study are fully acknowledged and disclosed, in line with the MLA System Referencing.

**Student Signature Date: April 15th, 2022**

**Dexter Parker**