Journal DOI: 10.36713/epra1013 | SJIF Impact Factor (2026): 8.748 ISSN: 2347-4378
EPRA International Journal of Economics, Business and Management Studies (EBMS)
Volume: 13 | Issue: 5 | May 2026 -Peer-Reviewed Journal

A STUDY ON EMPLOYEE RELATIONSHIP MANAGEMENT IN KENMORE SHOES PVT LTD

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CHAPTER – I
INTRODUCTION

Employee Relationship Management (ERM) is an important function of Human Resource Management that focuses on creating and maintaining healthy relationships between employees and management within an organization. In the modern business environment, employees are considered valuable assets whose contribution directly influences organizational growth, productivity, and success. ERM helps organizations create a positive work environment where employees feel respected, motivated, and committed toward achieving organizational objectives. It promotes trust, transparency, communication, teamwork, and cooperation among employees and employers. A strong employee relationship system improves employee morale, increases job satisfaction, reduces workplace conflicts, and enhances organizational performance.

In recent years, organizations have recognized that maintaining good relationships with employees is essential for retaining talent and improving productivity. Employees who are satisfied with their workplace environment are more likely to remain loyal to the organization and perform efficiently. ERM includes several activities such as grievance handling, communication systems, employee participation, motivation, welfare measures, performance appraisal, and leadership support. These practices help organizations maintain harmony and discipline in the workplace while ensuring employee well-being and engagement.

The concept of employee relations has evolved significantly over time. Earlier, employee relations mainly focused on collective bargaining and trade union activities. However, modern organizations emphasize individual employee engagement, emotional commitment, and participation in organizational decision-making. Today, ERM not only addresses workplace conflicts and legal compliance but also focuses on improving employee satisfaction, communication, and organizational culture. It encourages mutual understanding and cooperation between employers and employees, leading to long-term organizational success.

In organizations such as Kenmore Shoes Pvt Ltd, Employee Relationship Management plays a significant role in maintaining workplace harmony and improving operational efficiency. The company operates in the footwear and leather manufacturing industry, where employee coordination, teamwork, and productivity are essential for achieving organizational goals. Effective ERM practices help the company build a positive work culture, improve communication between management and employees, and motivate employees to contribute effectively toward organizational growth.

Employee Relationship Management also contributes to employee retention and talent management. Organizations that provide a supportive work environment, fair treatment, career growth opportunities, and effective communication systems are more successful in retaining skilled employees. In the competitive business world, retaining experienced employees has become a major challenge for organizations. ERM helps reduce employee turnover by ensuring that employees feel valued, supported, and satisfied with their jobs. It also strengthens organizational commitment and increases employee engagement.

Technology has further transformed Employee Relationship Management by enabling organizations to maintain effective communication and employee feedback systems. Digital HR tools, employee portals, online grievance systems, and communication platforms help organizations monitor employee satisfaction, resolve issues quickly, and improve transparency within the workplace. Modern ERM systems also support employee welfare initiatives, work-life balance programs, training and development activities, and recognition programs that improve employee morale and productivity.

The present study focuses on analyzing Employee Relationship Management practices in Kenmore Shoes Pvt Ltd. The study aims to understand employee satisfaction levels, communication systems, workplace relationships, leadership support, and organizational culture. The research also evaluates the impact of ERM practices on employee engagement, teamwork, and organizational performance. Through this study, efforts have been made

to identify employee opinions regarding management practices and provide suitable suggestions for improving employee relations within the organization.

INDUSTRY PROFILE

The leather and footwear industry is one of the oldest and most important manufacturing sectors in the world. The industry plays a major role in economic development by generating employment opportunities, increasing exports, and supporting industrial growth. Leather products are widely used in footwear, garments, bags, furniture, automotive interiors, and fashion accessories because of their durability, comfort, and aesthetic appeal. The industry includes activities such as raw hide processing, tanning, leather finishing, footwear manufacturing, and export of finished goods.

India is one of the leading producers and exporters of leather and leather products in the global market. The country has a large livestock population, abundant raw materials, skilled labor force, and traditional craftsmanship, which provide strong support for the growth of the leather industry. Major leather manufacturing centers in India include Tamil Nadu, West Bengal, Uttar Pradesh, and Andhra Pradesh. Tamil Nadu, particularly Chennai and Ambur regions, is recognized as a major hub for leather processing and footwear manufacturing.

The footwear segment is the largest contributor within the leather industry. Leather shoes are preferred by customers due to their quality, durability, comfort, and stylish appearance. The growing population, rising income levels, changing lifestyles, and increasing fashion awareness have increased the demand for footwear products both in domestic and international markets. India exports leather footwear and accessories to several countries including Germany, the United Kingdom, Korea, Italy, and the United States.

Technological advancements have significantly improved production efficiency and product quality in the leather industry. Modern tanning techniques, automated cutting machines, computer-aided design systems, and advanced finishing technologies have enhanced manufacturing capabilities. At the same time, environmental concerns related to leather processing have encouraged companies to adopt eco-friendly production methods and effective effluent treatment systems.

Despite its growth opportunities, the leather industry faces several challenges such as environmental pollution, fluctuating raw material prices, labor issues, changing consumer preferences, and competition from synthetic products. Companies operating in the industry must focus on innovation, quality improvement, sustainable practices, and effective workforce management to remain competitive in the market.

COMPANY PROFILE

Kenmore Shoes Pvt Ltd was established in the year 2002 at Seneerkuppam, Poonamallee Bypass Road, Chennai, Tamil Nadu. The company is part of the Farida Group and is one of the major footwear manufacturing companies in South India. Initially, the organization focused on manufacturing men's and women's footwear for export markets such as Germany, the United Kingdom, and Korea. Later, the company expanded its operations into footwear uppers and finished leather products.

The company manufactures high-quality formal shoes, casual shoes, safety footwear, and leather products for domestic and international markets. The organization operates through tanning units, upper manufacturing units, and full shoe manufacturing facilities. The company exports products to more than 40 countries across the world and has earned a strong reputation for quality, reliability, and customer satisfaction.

The organization is managed under the leadership of Haji Mr. Rafeeque Ahmed Mecca and Managing Director Mr. Ashfaque Ahmed Mecca. The company emphasizes quality management, customer satisfaction, employee welfare, and environmental sustainability. It has implemented modern production technologies and effective effluent treatment systems to reduce environmental pollution caused by leather processing activities.

The vision of the company is to become a trusted and quality footwear manufacturer in domestic and international markets. The mission focuses on producing high-quality footwear products, maintaining customer satisfaction, and expanding market reach through continuous improvement and innovation.

The company also recognizes the importance of Employee Relationship Management in maintaining organizational success. By encouraging teamwork, communication, employee participation, and welfare programs, the organization aims to create a supportive and productive workplace environment.

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OBJECTIVES OF THE STUDY

Primary Objective

To study Employee Relationship Management in Kenmore Shoes Pvt Ltd.

Secondary Objectives

- To evaluate employee satisfaction regarding organizational working culture.
- To examine relationships between employees and coworkers.
- To assess employee satisfaction toward supervisors and management.
- To understand employee engagement with organizational goals and vision.
- To determine the effectiveness of communication between management and employees.

NEED OF THE STUDY

The study is important because employee relationships directly influence organizational productivity, teamwork, and employee satisfaction. Good employee relations help organizations reduce conflicts, improve communication, and increase employee retention. The study helps identify employee opinions regarding workplace culture, supervisor support, organizational communication, and management practices. It also assists the organization in understanding employee expectations and improving policies related to employee welfare and engagement.

SCOPE OF THE STUDY

The study focuses on employee satisfaction, workplace relationships, organizational communication, employee engagement, and management support within the organization. It covers employee-coworker relationships, employee-supervisor relationships, organizational culture, and communication effectiveness. The research also examines employee perceptions regarding teamwork, leadership support, and workplace harmony.

LIMITATIONS OF THE STUDY

The study is limited to employees working in a single organization and may not represent the opinions of employees in other industries. The sample size is limited to 120 respondents. Employees may provide biased responses due to fear of management or job insecurity. Time constraints and limited resources also affect the scope of the study.

STATEMENT OF THE PROBLEM

Organizations often face challenges in maintaining positive employee relationships and workplace harmony. Lack of communication, inadequate supervisor support, poor teamwork, and unclear organizational goals may reduce employee satisfaction and productivity. Therefore, the study aims to identify issues related to Employee Relationship Management and suggest suitable improvements for enhancing employee satisfaction and organizational effectiveness.

CHAPTER – II

REVIEW OF LITERATURE

Employee Relationship Management has become an important area of study in Human Resource Management because of its influence on employee satisfaction, productivity, and organizational performance. Several researchers and scholars have contributed theories and studies related to employee relations, workplace communication, leadership, and motivation.

According to Beardwell and Claydon, employee relations involve the interaction between employers and employees based on organizational rules, legal systems, and workplace practices. They explained that modern organizations have shifted from traditional labor relations toward employee-centered Human Resource Management practices that focus on communication, participation, and employee engagement.

Marchington and Wilkinson explained that earlier employee relations were mainly based on collective bargaining and trade unions. However, modern organizations now emphasize individual employee involvement, open communication, and participation in organizational decision-making processes.

Henderson stated that employee relations in modern workplaces focus on maintaining cooperation between management and employees through communication, mutual understanding, and employee participation. Effective employee relations help organizations improve employee satisfaction and organizational commitment.
Guest emphasized the importance of the “soft HRM model,” which focuses on employee motivation, communication, leadership, and organizational commitment. According to the theory, organizations that treat employees as valuable assets can improve productivity and long-term organizational success.

Savolainen linked employee relations with leadership styles and trust-building strategies. The study highlighted that participative leadership and supportive communication systems improve employee relationships and workplace cooperation.

Edgar and Alan suggested that effective HR policies and practices should be evaluated based on employee perceptions and satisfaction levels rather than only on the number of policies implemented. Effective communication and employee participation were identified as important factors influencing employee relations.
These studies collectively indicate that Employee Relationship Management plays a crucial role in improving organizational performance, employee motivation, communication, and workplace harmony.

CHAPTER – III
RESEARCH METHODOLOGY

Research methodology refers to the systematic process used for collecting, analyzing, and interpreting data for the study. In the present research, descriptive research design was adopted because it helps in understanding employee opinions, attitudes, and satisfaction levels regarding Employee Relationship Management practices in the organization.

Both primary and secondary data sources were used for the study. Primary data was collected through structured questionnaires distributed to employees working in the organization. The questionnaire contained multiple-choice questions and Likert scale statements related to workplace relationships, communication, teamwork, and management support.

Secondary data was collected from books, journals, company records, websites, and previous research studies related to Human Resource Management and Employee Relationship Management.

Convenience sampling method was used for selecting respondents because it is simple and suitable for collecting information within a limited period. The sample size for the study consisted of 120 employees from different departments of the organization.

The collected data was analyzed using statistical tools such as percentage analysis, chi-square analysis, correlation analysis, and regression analysis. These tools helped in understanding employee opinions, identifying relationships between variables, and testing research hypotheses.
The hypothesis formulated for the study is as follows:

Null Hypothesis (H0)
There is no significant relationship between Employee Relationship Management practices and employee satisfaction.

Alternative Hypothesis (H1)
There is a significant relationship between Employee Relationship Management practices and employee satisfaction.

CHAPTER – IV
DATA ANALYSIS AND INTERPRETATION

The analysis of collected data revealed important information regarding employee demographics, workplace relationships, and employee opinions toward organizational practices.

The gender analysis showed that 77% of respondents were male and 23% were female, indicating that male employees constitute the majority workforce in the organization.

The age-wise classification revealed that most respondents belonged to the 30–40 years age group, followed by employees in the 20–30 years category. This indicates that the organization has a relatively experienced workforce.

The study also showed that many respondents had work experience between 3 to 6 years and 6 to 9 years, reflecting employee stability within the organization.

Quality was identified as the most important factor influencing customer purchase decisions, followed by price and product availability. This indicates that the company's focus on quality products positively influences customer satisfaction and market reputation.

Employee responses also indicated that many employees were satisfied with workplace relationships, supervisor support, and organizational communication systems. Employees agreed that management practices contribute positively toward teamwork, communication, and organizational performance.

The statistical analysis further indicated a positive relationship between Employee Relationship Management practices and employee satisfaction. Effective communication, supportive supervision, and employee participation were found to improve employee morale and organizational commitment.

CHAPTER – V

FINDINGS

The study identified several important findings regarding Employee Relationship Management practices within the organization.

- Majority of respondents were male employees.
- Most employees belonged to the 30–40 years age group.
- Many employees had work experience between 3 to 6 years.
- Quality was considered the most important factor influencing customer purchasing decisions.
- Employees expressed satisfaction with workplace relationships and communication systems.
- Supervisor support and teamwork positively influenced employee morale and job satisfaction.
- Effective Employee Relationship Management practices improved organizational harmony and productivity.
- Employee participation and communication enhanced organizational commitment and employee engagement.

SUGGESTIONS

The following suggestions are provided based on the findings of the study:

- The organization should continue strengthening communication systems between employees and management.
- Employee grievance handling mechanisms should be improved for faster conflict resolution.
- Management should encourage employee participation in organizational decision-making processes.
- Training and development programs should be conducted regularly to improve employee skills and motivation.
- Employee recognition and reward systems should be strengthened to improve morale and organizational commitment.
- The organization should promote teamwork and maintain a supportive work culture to reduce workplace conflicts.
- Employee welfare programs and work-life balance initiatives should be enhanced to improve employee satisfaction and retention.

CONCLUSION

Employee Relationship Management is an essential component of Human Resource Management that helps organizations maintain positive workplace relationships, improve communication, and enhance employee satisfaction. The study conducted in Kenmore Shoes Pvt Ltd revealed that effective employee relationship practices contribute significantly toward organizational harmony, teamwork, productivity, and employee commitment.

The organization has implemented several positive practices related to communication, employee participation, and workplace support, which have improved employee satisfaction levels. Employees expressed favorable opinions regarding organizational culture, teamwork, and supervisor support. The study also confirmed that effective Employee Relationship Management practices positively influence employee morale, retention, and organizational performance.

In the modern competitive business environment, organizations must focus on maintaining strong employee relationships to achieve long-term success. Effective communication, supportive leadership, employee welfare initiatives, and participation systems help organizations build trust and loyalty among employees. Therefore,

organizations should continuously improve Employee Relationship Management practices to create a positive work environment and achieve sustainable organizational growth.

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