

# Business Manager

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Making HR People Complete



# Future EMPLOYEE RELATIONS

Cover Feature Experts:

Amit Das | Dr. Aquil Busrai | Sameer Nagarajan | Emmanuel David |  
Ratan Agrawal | Shekhar Ganagaluru | Sunil Jain

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# FUTURE Employee Relations



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Work-life Balance, Upskilling, and Better Working Conditions are Essential

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Time to Conceptualise a Hybrid Employment Model

**Dr. Aquil Busrai**



Need to Enhance Communication Levels and Grievance Resolution Maturity

**Sameer Nagarajan**



Future Employee Relations Will Be Governed by Social Media

**Emmanuel David**



Progressive Outlook and Ability to meet Uncertainty will be key

**Ratan Agrawal**



To Unify Diverse Workforce, create 5E Strategy

**Shekhar Ganagaluru**



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**Sunil Jain**



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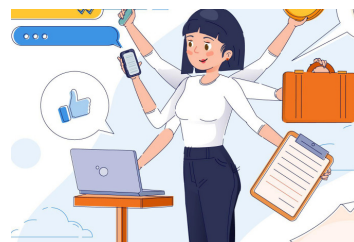
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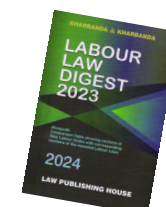
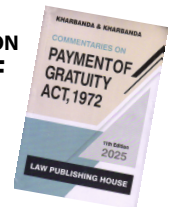
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**Book Learning**

**COMMENTARIES ON  
PAYMENT OF  
GRATUITY  
ACT, 1972**

Authors : V.K. Kharbanda  
& Vipul Kharbanda



**LABOUR  
LAW DIGEST  
2023**

Authors : V.K. Kharbanda &  
Vipul Kharbanda

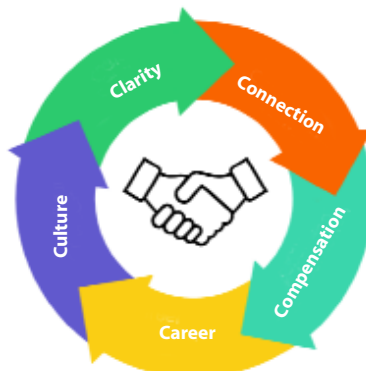
# To Unify Diverse Workforce, create 5E Strategy



To create a cohesive strategy integrating gig workers, traditional employees, and boundaryless communities, organisations must adopt a holistic approach that emphasizes inclusivity, flexibility, and alignment.

## How can organisations establish a strong employer brand to attract and retain gig talent?

SG To attract and retain gig talent, organisations must build a compelling employer brand aligned with the expectations of Gen Z, which prioritizes flexibility, autonomy, and dynamic work environments. The rise of freelance, project-based, and on-demand work has created a competitive landscape, requiring organisations to adopt innovative strategies. The 5C Framework provides a practical approach :



**1. Clarity - Transparency & Simplicity :** Gig talent values clear, transparent, and digitally streamlined processes. Organisations should ensure straightforward communication and workflows to build trust and efficiency.

**2. Connection - Community & Inclusion :** Gig workers seek belonging, even as temporary contributors. Foster a collaborative environment where they feel integrated and valued, regardless of tenure.

**3. Compensation - Rewards & Flexibility :** Competitive pay, attractive rewards, and flexible arrangements are top priorities. Organisations offering these will stand out as preferred destinations.

**4. Career - Skill & Competency Development :** Gig talent views each

To Unify Diverse Workforce, create 5E Strategy

project as a chance to grow. Providing opportunities for learning and skill enhancement will attract and retain top professionals.

**5. Culture - Purpose & Empowerment :** A strong sense of purpose and empowering culture resonates with gig talent. Align with their values and foster autonomy to appeal to their aspirations.

By focusing on these 5Cs, organisations can create an authentic employer brand that attracts and retains gig talent. A brand rooted in transparency, inclusion, flexibility, growth, and purpose will position organisations as leaders in the gig economy.

## How can HR leverage Tech tools without losing personalisation to identify and address employee dissatisfaction early?

**SG** By integrating advanced tech tools with a human-centered approach, HR can proactively foster a supportive and engaging workplace. Here's how :

**1. AI-Driven Sentiment Analysis :** Use tools to analyse employee communications, such as emails, chats, and performance reports, to gauge mood and sentiment. This helps detect early signs of dissatisfaction or stress.

**2. Emotional Analysis Index :** Develop AI-based insights by tracking employee habits, leave patterns, social media activity, and workplace behaviour. This data can reveal underlying concerns before they escalate.

**3. AI-Powered Chatbots :** Implement tools like Leena AI or Amber for anonymous, real-time feedback. These platforms allow employees to express concerns openly, enabling HR to address issues promptly.

**4. Predictive Analytics :** Use statistical tools to identify patterns in engagement, collaboration, and performance. Predictive models can highlight potential disengagement risks, allowing for timely intervention.

**5. Digital Well-Being Platforms :** Offer online counseling, mental health support, and professional development resources. Regularly analyse satisfaction levels to refine support strategies.

**6. Empathetic Communication :** Craft emails and messages with a human tone, avoiding overly formal or AI-generated text. Personalized communication fosters trust and shows employees that HR genuinely cares.

**7. Virtual Meeting Training :** Train employees and leaders to effectively engage in virtual meetings. Encourage

leaders to observe non-verbal cues and foster connections during online interactions.

By blending technology with empathy, HR can create a balanced approach that detects dissatisfaction early while maintaining a personalized, supportive environment. This ensures employees feel valued and heard, driving engagement and retention.

## How should organisations respond to informal or virtual union movements driven by social platforms?

**SG** Organisations must respond to informal or virtual union movements, often driven by social media platforms like Facebook, LinkedIn, Twitter, Glassdoor, and WhatsApp, with a balanced and proactive approach. While traditional unions operate within legal frameworks, virtual movements present unique challenges due to their high visibility and wide reach. These movements can cause panic, damage an organisation's reputation, and potentially affect customer trust and ESG scores.

Virtual union movements often arise from employee frustration with organisational policies, poor HR practices, leadership issues, workplace discrimination, or external societal movements. Additionally, the desire for attention or recognition, especially among Gen Z, can fuel these virtual protests.

### Strategies to Address Virtual Union Movements

**1. Establish Strong Policies :** Develop clear policies and employee responsibility guidelines to protect organisational interests. Regular educational sessions should raise awareness about the potential damage of negative virtual movements on business sustainability.

**2. Proactive Employee Relations Management :** Assign the IR Manager to identify and address emerging virtual union movements early. The approach should be analytical, with problem-solving solutions, avoiding over-reaction.

**3. View as Feedback :** HR and leadership should treat these movements as valuable feedback platforms and address underlying concerns to foster trust.

**4. Improve Internal Communication :** Given Gen Z's desire for instant responses, ensure transparent communication channels that allow employees to express concerns promptly.

**5. Create Safe Employee Forums :** Establish internal forums where employees can voice concerns without fear of retaliation, ensuring HR actively engages with the issues raised.

**6. Ongoing Monitoring :** Implement regular audits, employee surveys, and policy assessments to address gaps and unfair practices.

By maintaining a proactive, empathetic, and transparent approach, organisations can mitigate the impact of virtual union movements and ensure long-term employee satisfaction.

## Is there a shift in how collective bargaining is conducted, and how can HR professionals prepare for this change?

**SG** Yes, collective bargaining is undergoing a significant transformation, driven by evolving business conditions, technological advancements, information availability, and shifting employee expectations.

### Key Shifts and HR Preparation :

**1. Data-Driven Demands :** Unions and workers now have easy access to market data, enabling them to present evidence-based demands.

**HR Preparation :** HR must prepare comprehensive reports and use data-driven insights to justify or counter union demands, ensuring negotiations are grounded in logic and objectivity.

**2. Holistic Employee Well-Being :** Bargaining now extends beyond wages to include mental health, ergonomic workspaces, and work-life balance.

**HR Preparation :** HR should broaden the scope of negotiations to address these evolving needs, integrating well-being and social responsibility into agreements.

To Unify Diverse Workforce, create 5E Strategy

**3. Digital Advocacy :** Workers and unions are leveraging social media and online platforms to amplify their voices and influence negotiations.

*HR Preparation :* HR must adopt proactive listening tools to monitor employee sentiment on digital platforms and address concerns before they escalate.

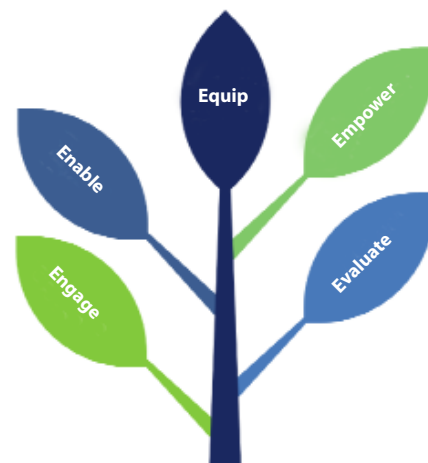
**4. Generational Shifts :** Younger, tech-savvy workers prefer direct communication with leadership, bypassing traditional union structures.

*HR Preparation :* HR should tailor strategies to engage different generations, balancing traditional and modern approaches to foster collaboration.

**5. ESG Integration :** Employees increasingly expect organisations to align with environmental, social, and governance principles.

*HR Preparation :* HR must integrate sustainability and ethical practices into bargaining, and negotiating for policies that reflect corporate social responsibility.

By embracing these shifts and adopting a proactive, data-driven, and inclusive approach, HR professionals can effectively navigate the evolving landscape of collective bargaining.



## How Does Flexible Working Impact Team Dynamics and Collaboration in Hybrid and Remote Work Models?

**SG** The COVID-19 pandemic redefined traditional work models, making flexible, hybrid, and remote work mainstream in India, where working outside a physical office was once rare. These models have transformed team dynamics, communication, and collaboration, offering both advantages and challenges.

These models empower employees by allowing greater control over their schedules, leading to improved work-life balance, higher job satisfaction, and increased productivity. Organisations benefit from access to a wider talent pool, fostering diversity, innovation, and cost efficiency. Reduced commuting stress enables employees to focus more on meaningful tasks, enhancing overall efficiency.

However, these benefits come with notable challenges. The absence of spontaneous, in-person interactions can lead to communication gaps, misalignment, and weaker interpersonal relationships. Remote work may reduce emotional intelligence within teams, making trust and team cohesion harder to build. Time zone differences and varied work schedules complicate coordination, and managers may struggle to ensure accountability without micromanaging.

Furthermore, blurred boundaries between work and personal life can heighten stress, leading to burnout and decreased engagement. Family-related distractions and isolation can also impact collaboration and team morale.

To overcome these challenges, organisations must implement clear communication protocols, leverage digital collaboration tools, and cultivate a culture of trust through transparent policy and procedures. Investing in mental health support, virtual team-building initiatives, and structured performance evaluation systems can bridge gaps and strengthen team cohesion. By balancing flexibility with strategic support, businesses can maximize the benefits of hybrid and remote work while fostering a highly engaged and collaborative workforce.

## How can organisations create a cohesive strategy that integrates gig workers, traditional employees, and boundaryless communities?

**SG** To create a cohesive strategy integrating gig workers, traditional employees, and boundaryless communities, organisations must adopt a holistic approach that emphasizes inclusivity, flexibility, and alignment. The 5E Strategy: Engage, Equip, Empower, Enable, and Evaluate, provides a robust framework to unify these diverse workforce models effectively.

**1. Engage :** Foster a culture of inclusion by ensuring all workforce types feel valued and connected. Use inclusive communication channels, such as virtual town halls or collaborative platforms, to bridge gaps between gig workers, traditional employees, and boundaryless communities. Recognize contributions equally, celebrating achievements across all workforce categories to build a sense of belonging.

**2. Equip :** Provide all workers with the tools and resources needed for seamless collaboration. Invest in shared platforms for project management, communication, and knowledge sharing. Ensure access to training and upskilling opportunities, enabling everyone to contribute effectively regardless of their work arrangement.

**3. Empower :** Encourage autonomy and decision-making across all workforce types. Define clear roles, responsibilities, and SMART goals to avoid ambiguity. Foster a culture of trust by minimizing micromanagement and promoting ownership of tasks. Create open forums for idea-sharing and innovation, ensuring all voices are heard.

**4. Enable :** Align organisational goals with the personal values of workers to build trust and cohesion. Communicate the company's vision, mission, and strategic objectives transparently. Develop flexible policies that cater to the unique needs of gig workers and boundaryless communities, fostering emotional connection and teamwork.

**5. Evaluate :** Continuously assess the effectiveness of integration strategies. Gather feedback through surveys or focus groups and measure performance, engagement, and collaboration metrics. Use insights to refine strategies, ensuring sustained alignment and cohesion. **B M**

### About the Author

Currently, as Director of HR, Safety & General Affairs at Biesse India Private Ltd., Shekhar is an accomplished author; Shekhar has penned several influential books including latest one-A Comprehensive Guide to the Bharatīya Sakshya Adhīnyam, 2023. He is a distinguished expert in Human Resources, Industrial Relations, Legal, Compliance, and Safety, with over two decades of transformative leadership.

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