

**Effect of Employee Relationship on Employee Job Enrichment towards Food Processing Units in Dharmapuri District**

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**Abstract**

Job enrichment has become an essential aspect in motivating employees for better and greater performance through a mutual sense for skill variety, task identity, task significance and autonomy. The main objective of this study is to investigate the effect of employee relationship on employee job enrichment towards food processing units in Dharmapuri district. Descriptive research method was adopted for this study using 384 valid questionnaires which were completed by selected food processing units' employees in Dharmapuri district. Multistage sampling technique was adopted for the study. Analysis tools such as correlation and regression were adopted in this study. The study found that there is a positive relationship between employee relationship and job enrichment and employee relationship influence job enrichment. The study concluded that paternalistic family-oriented businesses and voluntary organizations tend to be unitary organizations. However, wide variations are still found within the unitary approach. As part of the effort to generally improve performance and welfare of stakeholders, business organizations are adopting a pluralist view in their employment relations with some process for reconciling different interests. This is achieved through formal agreements where there are recognized trade unions or staff associations, and in the absence of these, it indicates that management adopts a unitary philosophy.

**Keywords:** Multistage Sampling Technique, Descriptive Research, Job Enrichment and employee relationship.

**Introduction**

Employment relations deal with the interactions amongst the parties to the employment relationship. These consists of employers and employees, the parties who act on their behalf, trade unions and employee associations and third party roles played by state agencies. According to Armstrong (2009), employee relations consist of all those areas of human resource management (HRM) that involve relationships with employees-directly and/ or through collective agreements where trade unions are recognized. It is therefore concerned with generally managing the employment relationships which deal with the agreement of terms and conditions of employment and with issues arising from employment. The purpose of employment relations is to provide for effective and consistent procedures for rule-making, consistently in dealing with employee relation issues, fairness processes that can affect and improve employee behavior or mechanism to resolve differences/disputes (Beardwell & Claydon, 2007).The value added outcomes that can result from good employee relations as argued by Beardwell and Claydon (2007) include improved morale and commitment, fewer grievances, job enrichment, productivity increases and better control of labor costs.

**Review of literature**

Fj Carstens and Neil Barnes (2006) Studied about "The Quality Of Leader/Employee Relationship In Business Performance." The population for the study was derived from all the branches of a major listed financial institution within the borders of South Africa. The study included all forty five catchments, and therefore all forty five assessments were done on the forty five area managers. The forty five area managers in the sample 12 were female and 33 were male. The study emphasises the influence of accountability, decision-making, vision and trust on business performance and an individual would then reasonably deduce that those elements are critical for any leader if he or she would want to successfully impact on business performance. The study also made it possible to conclude that certain items of the leadership/employee index could very well act as leading indicators for business performance as measured by the balanced scorecard.

Esther Wangithi Waiganjo and Jane Muceke Nge (2012) studied about "A Critical Evaluation of the Applicability of Unitarism Perspective in Contemporary Employment Relations." Employment relation is concerned with generally managing the employment relationships which deal with the

agreement of terms and conditions of employment and with issues arising from employment. It is evident that successful organizations apply a coherent set of people management and development practices appropriate to their needs. Such organizations are increasingly those which have a constructive relationship with employees and a management approach which enables them to develop and draw on the full potential of their people. There is thus a positive relationship between managerial strategies on employment relations and employee's identification with, and support for performance improvement and organizational change. Industrial relation scholars have identified several perspectives but this paper focuses on unitary which is a major perspective used in the analysis of workplace relations. It adopts a paternalistic approach where employees are expected to be loyal to the management which must do everything within their powers to uplift the wellbeing of the employees. This article examines the extent of applicability of unitary perspective in contemporary employment relations. The paper concludes that paternalistic family-oriented businesses and voluntary organizations tend to be unitary organizations. However, wide variations are still found within the unitary approach. As part of the effort to generally improve performance and welfare of stakeholders, business organizations are adopting a pluralist view in their employment relations with some process for reconciling different interests. This is achieved through formal agreements where there are recognized trade unions or staff associations, and in the absence of these, it indicates that management adopts a unitary philosophy.

Emily Atieno Odhong and Jacob Omolo (2014) studied about "An Analysis of the Factors Affecting Employee Relations in the Flower Industry in Kenya, a Case of Waridi Ltd, Athi River." Study variables included working conditions, communication, collective bargaining issues, recruitment and remuneration. The study adopted descriptive research design and a target population of 420. Stratified random sampling was done. Questionnaires were used to collect primary data. Qualitative and quantitative techniques of data analysis were employed. Based on the study findings, it is concluded that free communication and information flow is important in promoting employee relations. Collective bargaining provides the structure for clear job description and work performance. Overall, employee relation concepts such as employee trust, the manner in which employee complaints are dealt with, commitment to the organization, genuine social dialogue and existence of team spirit are fundamental in promoting good employee relations.

Keith Abbott (2006) studied about "A Review of Employment Relations Theories and Their Application." The paper also presents and aligns a range of contemporary theories within the province of such systems, with the aim being to show how judgements made about the worth or otherwise of a given range of theories are inevitably shaped by the type of value system and set of assumptions one holds towards the world of work. The paper concludes by offering a practical guide to managers on how to evaluate their own assumptions and value systems when applying the noted theories and concepts to real world circumstances. In doing so, the paper provides a tool kit of theories and concepts that should allow managers to avoid engaging in workforce management practices that are either ill conceived or based on intuitive premises.

Lee Sing, Rianna K., (2009) in study "Social network web sites and intra-organizational relationships: Using Facebook to build employee relationships at Serena Software." Email interviews with 13 Serena Software employees demonstrated that the social network site is in fact building relationships among them. Participants attributed information sharing as the element that most helped them to build relationships with each other. The interviews revealed evidence of the characteristics of relationship quality: trust, commitment and satisfaction. However, participants expressed a different definition of the fourth characteristic — control mutuality — in their Facebook relationships. The results showed that participants did not define their Facebook relationships with colleagues as either communal or exchange. Research on social media is emerging because social media are relatively new compared to traditional media. This study is significant to organizational and public relations literature because it examines how social media can support internal organizational and public relations functions such as building relationships. Public relations research on employee-employee relationships is limited, so this study builds knowledge in that area. Furthermore, there appears to be no research on the use of Facebook to build employee relationships, making this study original.

Maria-Cristina Balaneasa (2012) in her study "From Industrial Relations towards the New Paradigm of Labor Relations." The researcher conclude that, unlike industrial relations, employment relations adopt a wider range including other sectors such as services sector, focusing more on individual relationships between employer and employee than collective ones, without conflicts and on a participatory management approach, based on trust, loyalty and understanding the needs of employees.

Employee relations management places a particular emphasis on communication between managers and employees and also among employees between them. We believe that lack of communication or poor communication can lead to organizational conflict, that's why is necessary that the company chooses a formal, open and fast communication using appropriate means depending on employees capacity of understanding, age and hierarchical position.

### **Research Methodology**

#### **Objectives of the Study**

To study the effect of employee relationship on employee job enrichment towards food processing units in Dharmapuri district.

#### **Hypothesis of the Study**

❖ There is no relationship between employee relationships and job enrichment towards food processing units in Dharmapuri district.

❖ There is no influence of employee relationship on job enrichment towards food processing units in Dharmapuri district.

#### **Multistage Sampling Technique**

Multistage sampling technique was adopted for the study. Srivastava (2008) there is only a less effort need to collect the data. Actually no pre plan of executing is there.

#### **Data Collection**

Based on the Yamane (1967) formula for determining the sample strength was adopted which suggested 350 as suitable sample size. In order to have responses through all the areas 450 questionnaires (Extra 30%) were distributed and 400 questionnaires were collected and were edited to have 384 samples strength. Out of 384, 254 were male and remaining 130 were female.

#### **Reliability**

For all the items in the questionnaire design the alpha values ranged from 0.72 to 0.87. This indicates high reliability of the items in the questionnaire. With these results the consistency, dependability and adoptability are confirmed. With some editions the questionnaire was to be launched for the final study.

#### **Statistical Tools Used**

Analysis tools such as correlation and regression were adopted in this study.

#### **Correlation**

Correlation analysis was adopted to find out the actual relationship between the Job Enrichment and employee relationship.

#### **Regression**

Regression is used to find the influence of independent variables over the dependent variable.

**Analysis and Interpretation**

**Table 1 Correlation analysis showing relationship between employee relationship and job enrichment towards food processing units in Dharmapuri district**

Variables		job enrichment	Employee Relationship
<b>Job Enrichment</b>	Pearson Correlation	1	.657(**)
	Sig. (2-tailed)	.	.000
	N	384	384
<b>Employee Relationship</b>	Pearson Correlation	.657(**)	1
	Sig. (2-tailed)	.000	.
	N	384	384

\*\* Correlation is significant at the 0.01 level (2-tailed).

The Pearson correlation test was run on a sample of 384 employees to know the relationship between employee relationship and job enrichment towards food processing units in Dharmapuri district.

**Ho: There is no relationship between employee relationship and job enrichment towards food processing units in Dharmapuri district.**

**HA: There is no relationship between employee relationship and job enrichment towards food processing units in Dharmapuri district.**

Relationship between the variables employee relationship and job enrichment towards food processing units shows r value is 0.657 and p value is 0.000. Hence p value is less than 0.01 and the hypothesis is rejected. It is concluded that there is significant relationship between the variables employee relationship and job enrichment towards food processing units in Dharmapuri district.

**Table 2 Influence of employee relationship on employees' job enrichment towards food processing units**

**Model Summary**

R	R Square	Adjusted R Square	F	Sig.
0.657	0.431	0.430	289.770	0.000

**Coefficients**

SL.NO.	Variable	B	SE	Beta	t	Sig.
	Constant	1.597	0.108		14.777	0.000
1	Employee Relationship	0.546	0.032	0.657	17.023	0.000

Dependent Variable: job enrichment

The regression analysis has been carried a sample of 384 and data considering job enrichment as a dependent variable and independent variable as employee relationship. The reaction of the consumers and effect of the employee relationship over job enrichment have been studied by the regression analysis.

**Ho: There is no influence of employee relationship on job enrichment towards food processing units in Dharmapuri district.**

**H<sub>A</sub>: There is an influence of employee relationship on job enrichment towards food processing units in Dharmapuri district.**

The F value obtained for the analysis is 289.770 which are significant at one percent level. Hence the assumed regression model may be considered as a good fit. The value of R<sup>2</sup> is 0.431 and implies that 43% of job enrichment is influenced by the employee relationship.

Considering the significant individual regression coefficients, it is seen that the brand image (Beta – 0.657, t – 17.023, p – 0.000), hence the p value is 0.000 and the null hypothesis is rejected and significant at 1% level.

The analysis found that employee relationship is influenced on job enrichment towards food processing units in Dharmapuri district.

**Findings of the study**

❖ The correlation analysis has been carried a sample of 384 and data considering employee relationship on job enrichment towards food processing units in Dharmapuri district. It is observed from the r value is 0.657, p value is 0.001. So the null hypothesis is rejected at 1% level of significance. It is establish that there is a positive relationship between employee relationships is influenced on job enrichment towards food processing units in Dharmapuri district.

❖ The regression analysis has been carried a sample of 384 and data considering employee relationship on job enrichment towards food processing units in Dharmapuri district. The F value obtained for the analysis is 289.770 which are significant at one percent level. Hence the assumed regression model may be considered as a good fit. The value of R<sup>2</sup> is 0.431 and implies that 43% of job enrichment is influenced by the employee relationship. It is concluded that employee relationship is influenced on job enrichment towards food processing units in Dharmapuri district.

**Recommendations of the study**

❖ If companies are following the HRM ideas of effective management, then workers will be satisfied and will not support a union nor need mandated labor standard. Such institutions are seen as unnecessary because the unitarist view emphasizes fulfillment and intrinsic rewards.

❖ The unitarist approach that management has a right to manage and that employees should be loyal to the management may not be applicable in the modern organizations. This makes this view adopt autocratic and authoritarian approach to management.

**Conclusion**

Job enrichment has become an essential aspect in motivating employees for better and greater performance through a mutual sense for skill variety, task identity, task significance and autonomy. The main objective of this study is to investigate the effect of employee relationship on employee job enrichment towards food processing units in Dharmapuri district. Descriptive research method was adopted for this study using 384 valid questionnaires which were completed by selected food processing units' employees in Dharmapuri district. Multistage sampling technique was adopted for the study. Analysis tools such as correlation and regression were adopted in this study. The study found that there is a positive relationship between employee relationship and job enrichment and employee relationship influence job enrichment. The study concluded that paternalistic family-oriented businesses and voluntary organizations tend to be unitary organizations. However, wide variations are still found within the unitary approach. As part of the effort to generally improve performance and welfare of stakeholders, business organizations are adopting a pluralist view in their employment relations with some process for reconciling different interests. This is achieved through formal agreements where there are recognized trade unions or staff associations, and in the absence of these, it indicates that management adopts a unitary philosophy.

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