

A Study on Impact of Employer-Employee Relationship on Productivity with Special Reference to C.R.I. Pumps Private Limited, Coimbatore

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ABSTRACT

Employer-employee relationship management is a critical dimension of Human Resource Management that directly influences organizational productivity, employee morale, and workplace harmony. This study examines the impact of employer-employee relationships on productivity at C.R.I. Pumps Private Limited, Coimbatore, one of India's leading fluid management solution providers. A descriptive research design was adopted and structured questionnaire data was collected from 120 employees through convenience sampling. Statistical tools including percentage analysis, chi-square test, Pearson correlation, and ANOVA were employed for data analysis. The results reveal that the majority of employees are satisfied with employee relationships (34.2%), present job (40.8%), and work environment (35.8%). A strong positive Pearson correlation ($r = 0.959$) was found between employee experience and perceived work environment level. ANOVA results confirmed a highly significant relationship between monthly income and pay package satisfaction ($F = 186.165$, $p < 0.001$). The study concludes that effective employer-employee relationship management enhances employee performance, organizational productivity, and overall workplace satisfaction.

Keywords: Employer-Employee Relationship, Employee Relationship Management, Organizational Productivity, Work Environment, Employee Satisfaction, C.R.I. Pumps.

INTRODUCTION

Employee Relationship Management (ERM) is a strategic function within Human Resource Management that focuses on building and sustaining positive, productive relationships between employers and employees. The quality of these relationships significantly influences organizational performance, employee morale, commitment, and overall productivity. Transparent communication, mutual trust, participative decision-making, and a healthy work culture are the hallmarks of effective employer-employee relationships.

In contemporary competitive business environments, organizations that invest in nurturing positive employee relationships consistently demonstrate higher productivity, lower attrition rates, and greater employee loyalty. Employee relationship management includes a range of activities such as open communication, conflict resolution, employee engagement, performance recognition, and creation of a conducive work environment.

C.R.I. Pumps Private Limited, headquartered at Saravanampatti, Coimbatore, is one of the world's fastest-growing fluid management solution providers. With over 9,000 products, 21 manufacturing facilities globally, and a workforce engaged across diverse functional areas, the company represents an ideal setting to examine how employer-employee relationships influence organizational productivity. Understanding the relationship dynamics within such a large industrial organization provides valuable insights for both human resource practitioners and organizational management.

INDUSTRY AND COMPANY PROFILE

The global pumps market was estimated at USD 57.66 billion in 2023 and is projected to grow at a CAGR of 4.4% from 2024 to 2030. The demand for pumps continues to rise due to expanding fluid management needs across sectors including construction, agriculture, water and wastewater treatment, oil and gas, and urban infrastructure development.

C.R.I. Pumps Private Limited ranks among the world's fastest-growing fluid management solution providers. The company offers a diversified portfolio of pumps, motors, valves, IoT drives and controllers, pipes, wires and cables, and solar pumping systems. C.R.I. is among the few companies globally to manufacture 100 percent stainless steel pumps. The company has received the EEPC award 20 times and the National Energy Conservation award from the Government of India 8 times. Its R&D division, Fludyn Advanced Technology Centre, is recognized by the Ministry of Science and Technology, Government of India.

REVIEW OF LITERATURE

AbuManso (2020) examined the relationship between management style and employee wellbeing in a Malaysian industry, finding a positive but moderate relationship between paternalistic management style and employee physical and psychological health among 50 respondents.

Sequeira and Dhriti (2020) demonstrated that equal opportunity, equal treatment, and participative leadership style positively influence employee performance and promote positive organizational attitudes.

Bajaj (2021) defined employee relations as the relationship between employees and managers that enhances moral values, commitment, and trust, creating suitable working environments for the achievement of organizational goals. Healthy employee relations are identified as a prerequisite for organizational goal achievement.

Linjuan Rita Men (2022) found that employee perceptions of empowerment, particularly feelings of control, significantly predict the quality of organization-employee relationships in a survey of 120 employees across Chinese companies.

Chinomon and Sandata (2023) highlighted that organizational communication plays a pivotal role in strengthening employee relationships, building trust across departments, and fostering inter-organizational harmony that supports performance.

Lagergren and Anderson (2023) concluded that employee relationship management leads to more efficient, effective, and productive employees, promotes commitment, minimizes workplace conflict, and increases organizational trust.

Bajaj (2024) emphasized that managers who understand individual employee demands and fulfill their needs build stronger employer-employee relationships, leading to higher dedication toward organizational goals.

RESEARCH GAP

Most existing studies on employer-employee relationships focus on service sector and IT organizations. Research examining employee relationship management in large-scale industrial pump manufacturing companies, particularly in the Indian context, remains limited. Studies specifically analyzing the impact of employer-employee relationships on workforce productivity at C.R.I. Pumps Private Limited are scarce. The current study fills this gap by providing empirical evidence from one of India's leading fluid management manufacturing companies.

OBJECTIVES OF THE STUDY

Primary Objective

- To study the impact of employer and employee relationship in C.R.I. Pumps Private Limited with reference to Coimbatore.

Secondary Objectives

- To investigate the problems in relationship among employer and employees.
- To identify the influencing factors for building good employer-employee relationships.
- To analyze the satisfaction levels of employees regarding work environment, pay package, and top management.
- To suggest suitable remedial measures to improve industry relations.

HYPOTHESES

Hypothesis 1

H01: There is no significant relationship between educational qualification and satisfaction level of present job.

H11: There is a significant relationship between educational qualification and satisfaction level of present job.

Hypothesis 2

H02: There is no significant relationship between monthly income and satisfied pay package.

H12: There is a significant relationship between monthly income and satisfied pay package.

RESEARCH METHODOLOGY

The study adopted a descriptive research design to examine employee perceptions regarding employer-employee relationships and their impact on productivity at C.R.I. Pumps Private Limited, Coimbatore. A structured questionnaire consisting of 27 questions covering demographic variables, satisfaction levels, and relationship dimensions on a five-point Likert scale was used to collect primary data from 120 employees selected through non-probability convenience sampling. Secondary data was gathered from company records, journals, research articles, and websites. Statistical tools including simple percentage analysis, chi-square test, Pearson correlation analysis, and one-way ANOVA were employed for data analysis and interpretation.

DATA ANALYSIS AND INTERPRETATION

Table 1: Demographic Profile of Respondents

Variable	Category	Respondents	Percentage
Age Group	26-35 years (Majority)	38	31.7%
Gender	Male (Majority)	67	55.8%
Qualification	UG (Majority)	36	30.0%
Experience	2-3 years (Majority)	37	31.0%
Monthly Income	Rs.10,000-15,000 (Majority)	41	34.0%

The demographic profile reveals that the majority of respondents (31.7%) fall in the 26-35 age group, reflecting an active young workforce. Male respondents constitute 55.8% of the sample. The majority hold undergraduate qualifications (30%), have 2-3 years of experience (31%), and earn monthly income in the Rs.10,000-15,000 range (34%).

Table 2: Employee Satisfaction Level Analysis

Satisfaction Dimension	Dominant Category	Respondents	Percentage
Employee Relationship	Satisfied	41	34.2%
Present Job	Satisfied	49	40.8%
Pay Package	Satisfied	35	29.2%
Work Environment	Satisfied	43	35.8%
Top Management	Satisfied	42	35.0%

The satisfaction analysis indicates that employees at C.R.I. Pumps demonstrate positive satisfaction levels across all major dimensions. Present job satisfaction records the highest proportion (40.8%), followed by work environment satisfaction (35.8%) and employee relationship satisfaction (34.2%). Pay package satisfaction, while positive at 29.2%, presents the most scope for improvement. Overall, 35% of employees are satisfied with top management, reflecting a reasonably positive organizational climate.

Table 3: Agree Level for Employee-Employer Relationship Dimensions

Factor	Strongly Agree	Agree	Neutral	Disagree + SD
Co-workers Relationship	34.2%	35.8%	10.0%	20.0%
Supervisor Achievement	28.3%	32.5%	17.5%	21.7%
Employer Recreational Activities	30.8%	25.0%	21.7%	22.5%
Integrity of Employees	30.0%	34.2%	12.5%	23.3%

Co-workers relationship records the highest positive agreement (35.8% agree), indicating strong peer relationships within the organization. Employee integrity (34.2% agree) and supervisor achievement recognition (32.5% agree) also reflect positive relationship dimensions. Recreational activities show moderate positive agreement, suggesting scope for enhancing such engagement programs.

Chi-Square Test – Qualification and Present Job Satisfaction

Null Hypothesis (H01): There is no significant relationship between educational qualification and satisfaction level of present job.

Qualification	Highly Satisfied	Satisfied	Dissatisfied	Total
SSLC	15	0	0	15
HSC	30	0	0	30
UG	1	35	0	36
PG	0	14	4	18
Others	0	0	21	21

Test	Chi-Square Value	df	Sig.
Pearson Chi-Square	229.4	16	0.000

The Pearson Chi-Square value of 229.4 at 16 degrees of freedom with $p < 0.001$ confirms a highly significant relationship between educational qualification and present job satisfaction. The null hypothesis is rejected. The results indicate that employees with lower qualifications (SSLC and HSC) tend to be highly satisfied with their current roles, while those with higher qualifications (PG and Others) show relatively higher dissatisfaction, suggesting a qualification-role alignment gap.

Correlation Analysis – Experience and Work Environment

The table presents the relationship between employee experience level and perceived work environment satisfaction.

	Experience	Work Environment Level
Pearson Correlation (Experience)	1.000	0.959**
Pearson Correlation (Work Environment)	0.959**	1.000
Sig. (2-tailed)	—	0.000
N	120	120

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

The Pearson correlation coefficient of 0.959 indicates an extremely strong and statistically significant positive relationship between professional experience and perceived work environment satisfaction ($p < 0.001$). As employees gain greater experience within the organization, their perception of the work environment improves substantially. This finding underscores the importance of long-term employment relationships and organizational commitment in shaping positive workplace perceptions.

ANOVA – Monthly Income and Pay Package Satisfaction

Null Hypothesis (H02): There is no significant relationship between monthly income and satisfied pay package.

Source	Sum of Squares	df	Mean Square	F (Sig.)
Between Groups	134.373	4	33.593	186.165 (0.000)
Within Groups	20.752	115	0.180	—
Total	155.125	119	—	—

The one-way ANOVA results demonstrate a highly significant difference in pay package satisfaction across different monthly income groups ($F = 186.165$, $p < 0.001$). The null hypothesis is rejected. A strong linear trend confirms that as monthly income increases, pay satisfaction scores change in a consistent and predictable pattern. Employees in the Rs.10,000-15,000 income group represent the largest segment and show moderate satisfaction levels, while those earning above Rs.25,000 demonstrate higher pay satisfaction. This indicates that compensation levels are a significant determinant of employee satisfaction and, by extension, employer-employee relationship quality.

FINDINGS

- The majority of respondents (31.7%) are in the 26-35 age group, with male employees constituting 55.8% of the sample.
- UG-qualified employees form the largest educational group (30%), and most employees have 2-3 years of experience (31%).
- The dominant monthly income group is Rs.10,000-15,000 (34%), and 55.8% of employees feel their job suits their educational qualification.
- 34.2% of employees are satisfied with the overall employee relationship at C.R.I. Pumps, and 65.9% express agreement that employers freely discuss work issues.
- 40.8% of employees are satisfied with their present job, while pay package satisfaction (29.2%) represents the lowest satisfaction dimension.
- 35.8% of employees are satisfied with the work environment, and 60% confirm that the company provides flexible working hours.
- 30.8% of employees rate their job responsibility as Excellent, and 85.8% confirm that the company allows employer suggestions and opinions.
- Co-workers relationship records the highest positive agreement (70.0%), followed by employee integrity (64.2%) among relationship dimensions.

- The chi-square test confirmed a highly significant relationship between educational qualification and present job satisfaction ($p < 0.001$).
- Pearson correlation analysis revealed an extremely strong positive relationship between employee experience and work environment perception ($r = 0.959$, $p < 0.001$).
- ANOVA confirmed a highly significant relationship between monthly income levels and pay package satisfaction ($F = 186.165$, $p < 0.001$).

SUGGESTIONS

- The organization should review and improve the pay package structure, particularly for employees in the Rs.10,000-15,000 income range, to enhance pay satisfaction and retention.
- Structured recreational activities, team outings, and cultural programs should be organized regularly to strengthen co-worker relationships and team cohesion.
- Transparent communication channels between management and employees should be formalized through regular town halls, suggestion boxes, and open-door policies.
- Training and development programs should be aligned with employee qualifications to bridge the qualification-role satisfaction gap identified among higher-educated employees.
- The organization should develop formal performance appraisal systems that link achievements to recognition and rewards, particularly for supervisors and senior employees.
- Employee voice mechanisms, including formal quality circles and employee forums, should be institutionalized to encourage participative decision-making across all levels.

CONCLUSION

The study titled 'A Study on the Impact of Employer-Employee Relationship on Productivity with Special Reference to C.R.I. Pumps Private Limited, Coimbatore' was conducted among 120 employees using a structured questionnaire. The findings reveal that employees at C.R.I. Pumps demonstrate positive satisfaction levels across major dimensions including present job (40.8%), work environment (35.8%), employee relationships (34.2%), and top management (35.0%).

Statistical analysis confirmed significant relationships between key organizational variables. The chi-square test established a strong association between educational qualification and job satisfaction. Correlation analysis revealed an extremely strong positive relationship between employee experience and work environment perception ($r = 0.959$), highlighting the value of long-term employment relationships. ANOVA results confirmed that income levels significantly influence pay package satisfaction, underscoring the importance of competitive compensation in maintaining positive employer-employee relationships.

In conclusion, C.R.I. Pumps Private Limited demonstrates a functional employer-employee relationship framework. The organization should continue investing in communication initiatives, pay structure enhancement, employee engagement programs, and training systems to further strengthen employer-employee relationships and achieve sustained organizational productivity and excellence.

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