

# Dyadic Relationship Analysis of Work Fulfilment and Employee Loyalty Behaviour

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## Abstract:

The Coimbatore city is surrounded with numerous industries. The clothing production, automobiles, water pump productions and spare parts for various units' stands as a backbone for the rise of Indian economy. These industries give lot of job opportunity for people based on education level and technical skills. Even though there are more job opportunities employee retention is the major concern for all the sectors. Hence work fulfilment and employee loyalty behaviour plays an important role in this regard. Statistical technique: Multiple regression analysis is used in this study to find the variables which influence the loyalty behaviour of the employees.

**Keywords:** Work Fulfilment, Employee Retention, Employee Behaviour, Employee Turnover, Dyadic relationship

## INTRODUCTION

In the recent years in Coimbatore, water lifting pump manufacturing units plays an important role and there is a huge demand for these pumps among consumers and in other countries. Numerous job opportunities are provided for talented people but employees don't stick with the organisation for a long period.

The Organisation needs to concentrate on retaining employees because this will result in customer dissatisfaction on the services delivered and the productivity will be lower until the new hires learns the technique and the financial loss will also be involved in this aspect. About 200 employees working in water lifting pump production units participated in the survey. The research study was conducted in the Coimbatore city with the intention to study about the interrelationship between work fulfilment and employee loyalty behaviour.

## REVIEW OF LITERATURE

**Kinjerski et.al., (2006)** The Purpose is to known about the organisation factors which encourage and foster the importance of work and also the challenges involved. A meaning work effort and experience in the organisation makes good contribution to the organisation success. The factor good leadership or employees who are inspired by a good leader plays an important role in this regard. A good leadership in the organisation has a strong influence on the employee's work spirit.

**Sumi Jha (2011)** The suggestion by the author is that the commitments such a normative and affective can have a positive impact when the organisation provide them with challenging work keeping in mind the objective the organisation

**Mohsin Aziz (2013)** says that HR polices needs to be framed up to avoid employee turnover, as the

industry matures, new polices should also be framed to overcome these stresses.

**Koon Vui-Yee et.al., (2018)** The researchers wanted to know the association between retention of employees in the organization and work fulfilment. The Author from the research found the mediating factor work fulfilment plays an important role between employee retention and job characteristics. Job task as well as knowledge characteristics have a positive association on employee retention. But the characteristics talks about job enrichment. Hence a positive work environment with good motivation and employee recognition creates less turn over intention among the employees.

**Turnley, W. H., et al (2003)** studied about the connections between psychological agreement gratification and three sorts of staff member habits: in-role efficiency, organizational citizenship behavior directed at the organization, and also business citizenship habits routed at people within the organization. Using an example of 134 supervisor-subordinate dyads, this research study suggests that the extent of mental contract satisfaction is favourably related to the performance of all 3 sorts of staff member habits. Furthermore, the results indicate that mental agreement gratification is more highly related to citizenship behavior guided at the company than to citizenship behavior guided at one's associates. Lastly, this research checks out if employees' acknowledgments pertaining to the factors that psychological agreement violation occurred likewise impact their work efficiency. Nonetheless, the information provides just minimal support for the idea that workers are probably to minimize their job effort when they regard that the organization has intentionally stopped working to live up to its commitments.

**Zeidan, S. (2006)** explained about The execution of high commitment Human resource management (HRM) practices is widely believed

to affect worker skills and inspiration, as well as result in a critical advantage for the organisation. However, whilst there is currently a bountiful amount of proof to indicate that high dedication HRM techniques are related to remarkable organisational degree results, it is still uncertain regarding how these practices affect such outcomes as well as whether these practices cause preferable private degree outcomes. It is this demand to determine the specific level results of high dedication administration that forms the emphasis of the here and now thesis.

### RESEARCH OBJECTIVE

- The basic intention of the study is to find the interrelationship between work fulfilment and employee loyalty behaviour.
- To find out the variables this has an influence on loyalty behaviour of employees.

### RESEARCH METHODOOGY

#### Methodology used in the study

- **Data collection:** for the present research the primary data was collected by the researcher by research questionnaire and personal interview process. The secondary data was obtained by various sources such as online research articles, and company websites
- **Sampling Method:** Simple Random Sampling
- **Sample Size:** 200 Employees working in water lifting pump production units were selected to collect the required data in Coimbatore.
- **Statistical Technique:** Multiple Regression Analysis

### HYPOTHESIS OF THE STUDY

$(H_1)$  : There is an interrelationship between work fulfilment and loyalty behaviour of employees.

## DATA ANALYSIS & INTERPRETATION

### MULTIPLE REGRESSION ANALYSIS

#### Testing of hypothesis ( $H_1$ )

( $H_1$ ) : There is an interrelationship between work fulfilment and loyalty behaviour of employees.

**Table 1.1: Regression Statistics – Work fulfilment and loyalty behaviour of employees**

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.619 <sup>a</sup>	.383	.361	.53235
a. Predictors: (Constant), ME, RS, WEL, RC, SAL, WE, MR				

Source: Computed

#### INTERPRETATION

From the above table 1.1 shows the R value .619, R square reflects 38% of variance between the independent and the dependent variable. The standard error of the estimate is .53235 indicates the variability of the coefficients.

**TABLE 1.2 ANOVA**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	33.818	7	4.831	17.047	.000 <sup>b</sup>
	Residual	54.412	192	.283		
	Total	88.229	199			
a. Dependent Variable: Employee loyalty behaviour						
b.						
c. Predictors: (Constant), ME, RS, WEL, RC, SAL, WE, MR						

Source: Computed

#### Interpretation:

The ANOVA table gives the details about regression model significance. The P – value .000 is less than .005, F value 17.047 indicates that the model is statistically significant.

**TABLE 1.3 - Standardized Coefficients  $\beta$  Value**

Coefficients <sup>a</sup>					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Working Environment	.106	.101	.088	1.043	.298
Relationship with Supervisors	.340	.109	.239	3.132	.002
Relationship with Colleagues	-.516	.112	-.316	-4.600	.000
Motivation and Recognition	.651	.140	.397	4.648	.000
Salary System	.291	.082	.289	3.547	.000
Welfare Facilities	-.207	.046	-.287	-4.502	.000
Management Effectiveness	-.058	.105	-.045	-.549	.583
a. Dependent Variable: Employee Loyalty behaviour					

#### INTERPRETATION

From the above table 1.3 the variable motivation and recognition contribute the highest beta value

.397,  $P < .005$ , Salary system  $\beta$  value .289,  $P < .005$ , Relationship with Supervisors:  $\beta$  value .239,  $P < .005$ .

Relationship with colleague's  $\beta$  value -316,  $P < .005$ , Welfare Facilities:  $\beta$  value -287,  $P < .005$ .

The variables shows negative interrelationship and affects the loyalty behaviour of the employees

Management Effectiveness:  $\beta$  value -045,  $P > .005$ , shows the negative relationship is insignificant.

Working Environment:  $\beta$  value .080,  $P < .005$ , shows insignificant relationship.

### FINDINGS OF THE STUDY

- The variable motivation and recognition contribute the highest beta value .397 shows that there is a relationship between work fulfilment and the loyalty behaviour of the employees.
- This shows that the organisation follows a good performance appraisal system and also employees are motivated and recognized in their work. The loyalty behaviour of employees is also influenced by other variables such as Salary system  $\beta$  value .289, Relationship with Supervisors:  $\beta$  value .239.
- Relationship with colleague's  $\beta$  value -316, Welfare Facilities:  $\beta$  value -287. The variables show negative interrelationship and affects the loyalty behaviour of the employees. This is because some workers expressed their dissatisfaction in salary system and relationship that exists between reporting authorities, colleagues in the present working situation. Hence the manufacturing sectors should concentrate on the welfare measures of the employees. The management should also take proper measures to rectify the issues between the workers regarding the job.
- The grievance policies and procedures should be handled frequently by the

concern authority so that the employee's issues can be solved earlier.

- Working Environment:  $\beta$  value .080 shows that the working environment is good but this does not have any influence on the loyalty behaviour of the Employees.
- Management Effectiveness:  $\beta$  value -045,  $P > .005$ , shows the negative relationship is insignificant.
- From the Study it is understood that work fulfilment plays an important role in every organisation.

### CONCLUSION

From the Above study motivation and recognition is expected by all the workers who perform their job in a best manner. If the organisation fails in this regard, leads to disappointment towards the job as well as towards the organisation. This affects the worker physiological behaviours and also leads to poor performance. High turnover and finally the organisation growth and production of goods will be affected. Therefore, happiest workers in their job will be loyal to the organisation.

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