

Antecedents of Employee Loyalty With Reference To Job Satisfaction in Pump Manufacturing Industries-Coimbatore City

S.Annie Priyadharshini, J.Clement Sudhahar

Abstract Coimbatore is among the most industrially developed and commercially vibrant districts in TamilNadu. There are about 600 pump manufacturing units and 400 supporting units (support of pump set Parts) in Coimbatore; it accounts for nearly 40% of the pump sets manufactured in India. Employees play a vital role in this regards. Most of the organization wants to retain the talented employees in the organization, in the same way employees join the organization with various expectations and job needs. Various studies showed that job dissatisfaction leads to employee turnover absenteeism etc.The present study made an attempt to examine the relationship between job satisfaction and employee loyalty in pump manufacturing industries in Coimbatore region.

Keywords: employee loyalty, organization Success
Organization success, Job Performance

I. INTRODUCTION

The term employee loyalty explains about how happy the employees are with the organisation and also explains the reason for staying in the organisation. In today's competitive Business environment the organisation success is based on the performance of the employees and hence Retaining Knowledge employees or qualified, skilled employees are essential for the sustainability of an organization. Many research studies explained employee loyalty as an important factor which influences the employee's behaviour and mostly explained under the factors such as "organizational commitment, Job satisfaction and Employees Trust, Leadership style, Motivation, organisational Justice or support and employee-employer Relationship. Several studies showed that that employee loyalty is positively influenced by these factors also employee loyalty has some link with the concepts such as absenteeism, organisational citizenship and turn over intentions. In organisation behaviour context the terms organizational commitment and Employee Loyalty are studied by many researchers and stated that both talks about the employees behaviour and the reasons to stay in the particular organisation, there is no difference between the two terms. The present research attempt to investigate and analyze the antecedents of employee loyalty With Reference to job satisfaction in Pump Industries, Coimbatore.

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II. REVIEW OF LITERATURE

(**Mai Khuong** et al., 2015) wants to identify the relationship between job satisfaction and organizational loyalty of employees who are working in the banking industry in Ho Chi Minh City (HCMC). The sample size of the study was 201 full time employees who are working in 11 banks in HCMC. The study revealed the factors of employee loyalty are **employee job satisfaction, working environment team support and work environment**. The study also suggested that the organization and managers should assign priority to these factors because it will lead to higher level of employee loyalty.

(**Chetna Pandey et.al.**,2012) investigated 100 employees from manufacturing and 100 from service industry in Gwalior Region to **find** out the impact of job satisfaction and organizational Commitment on employee loyalty and also to study the relationship between job satisfaction and organizational commitment. The final result of the study says there is significant difference in loyalty exist between the employees of manufacturing and service industry. Further there is a relationship between job satisfaction and organization commitment. At last the factors of loyalty from this study are **commitment, motivation, belongingness and career development**.

(**Ramanathan and Senthil** 2013) conducted the research in South Indian states with 100 samples. The purpose of the research is to explore the different facets of employee loyalty in equipment rental business and also to identify the most essential factors influencing employee loyalty. The findings of the study suggested that equipment rental business should pay more attention to improve employee loyalty in **personal benefits, work environment, leadership style**.

(**Seema Mehta et al.**, 2010) The objective of the study was to find out the employee loyalty towards organization among professional and non-professional teachers and to explore the underlying factors of loyalty. The factors of loyalty found from this study are **career development, motivation, bonding, job security, leadership, and commitment**. The sample size was 100 teachers of various professional and non-professional institutions of Gwalior region.

III. RESEARCH OBJECTIVES

- The present research attempts to investigate the antecedents of employee loyalty in various pump manufacturing industries in Coimbatore.

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- The examine the relationship and influence of employee loyalty and job satisfaction with the reference to various factors of the study
- To find out the relationship between employee loyalty and the demographic variables. (Age, gender marital status, education qualification, experience in the organisation, income level, designation.
- To provide necessary suggestions to the pump manufacturing organisations in this regard.

IV. RESEARCH METHODOLOGY

Data collection: Data for the research was collected through primary data (questionnaire & Interview method) And Secondary articles from various web sources, articles, journals.

Sampling Method: Convenience sampling method is used by the researcher to collect the data from the respondents

Sample Size: 300 employees from pump manufacturing Industry

Statistical Technique: Simple Percentage Analysis

Pilot Study

The pilot study was carried out to validate the questionnaire and to confirm the feasibility of the study. For this purpose data collected from the sample of 100 respondents were tested using Cronbach's alpha methods. The pilot study was conducted and the respondents took 15-20 minutes to fill up the questionnaire.

Validity Of The Questionnaire

The questionnaire validity check was by some experts working in pump industry and also by some academic professionals in this field. This was done with an Aim to check and verify the items of the questionnaire and also whether the scale items represent the proposed domains or concepts in the questionnaire are intended measure of the study. After the validity check of the questionnaire, further analysis and reliability test was carried out using SPSS 20

Reliability of the Pilot Study-Table-I

Reliability Statistics	
CRONBACH'S ALPHA	NO OF ITEMS
.836	72

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PERCENTAGE ANALYSIS

The researcher used percentage Analysis to find out the demographic information of the respondents .The Demographic variables included in the Study are Age of the respondents Marital Status ,Educational qualification, income level, designation and experience in the current organization. Percentage Analysis is used by the researcher to create the frequency distribution of the collected data and to understand the responses of the respondents in a better way. The collected data of the research are represented in the form of table The Formula used for percentage Analysis

$$\text{Percentage} = \frac{\text{No. of Respondents response for the questions}}{\text{Total sample population of the study}} \times 100$$

Table –I Descriptive Statistics for Demographic Variables

	Frequency		Percentage
Age	21-39	186	62.00%
	40-59	103	34.30%
	60-70	11	3.70%
Gender	Male	207	69.00%
	Female	93	31.00%
Education al Qualificati on	Diploma holder	84	28.00%
	Bachelors degree	103	34.30%
	Masters degree	59	19.70%
	Others	54	18.00%
Monthly Income	15000-25000	84	57.00%
	25000-50000	103	27.00%
	50000-75000	59	9.00%
	More than 75000	21	7.00%
Experience In The Current Organisati on	less than one year	56	18.70%
	1-5 years	110	36.70%
	6-10 years	79	26.30%
	10 plus years	55	18.30%
	TOTAL 300		100%

Source: Primary Data

The Table 1 Above illustrates the following Interpretations

- The respondents of age group 21-29 are 62%and the other respondents are 40-49 age are 34%. Young employee's ratio is more when compared to the other age group of respondent's .Middle group age people between 40-49 are moderate and people Above 60+ of age is very less.
- The Male employees are more when compared to female employees .The male employees are around 69% while the female employees are 31%.
- the UG Graduates and diploma degree holders are more when compared to other educational degrees .Bachelors degree holders are around 34%,Diploma Holders are 28% while master degree Holders are 20%.Other degree is very less about 18% .
- The majority of the people in the pump manufacturing Sectors falls under the income level 15000-50000 and above 50000-75000 is less. The employees are working in the current organization is having 5 -10 years in the organization and less than one year is very less which is around 19%

Table –III Descriptive Statistics for Working Environment

Variables	FREQUENCIES						
	Number Of Respondents Total Values						
	SDA	DA	N	A	SA	Mean	Std.d
WE1	0	16	6	100	178	4.466	0.781
WE2	0	22	79	95	104	3.936	0.949
WE3	0	18	44	148	90	4.033	0.829
WE4	2	7	22	138	131	4.296	0.759
WE5	0	18	36	127	119	4.156	0.857
WE6	0	25	63	139	73	3.866	0.878

Source: Primary data Computed

Interpretations

From the above table III The respondents are satisfied with the working hours illustrated by the highest mean value M= 4.4667 of WE1 and the satisfied percentage of respondents rate is 59.3% but there is a lower mean value M= 3.8667 for WE8 in which 46.3% of respondents agreed that there is a healthy work life balance . In terms of Working environment there are six Items in which most of the respondents expressed high level of satisfaction.

Table –IV Descriptive Statistics for Relationship with superiors

Variables	FREQUENCIES						
	Number Of Respondents Total Values						
	SDA	DA	N	A	SA	Mean	Std.d
RS1	0	27	26	133	114	4.1133	0.90363
RS2	0	19	15	174	92	4.13	0.77142
RS3	7	0	11	176	106	4.2467	0.7355
RS4	12	17	28	128	115	4.0567	1.0313
RS5	5	17	7	169	102	4.1533	0.84787
RS6	0	0	40	114	146	4.3533	0.70485
RS7	0	0	12	156	132	4.4	0.56663

Interpretations

From the table IV In terms of relationship with superiors there are 7 items the highest mean value is found for RS7 “A cordial working relationship with my superiors has helped to continue the services in this organisation M=4.40 with Std.Deviation of 0.5663.Overall there is low disagreement response in this variable .Most of the respondents agreed there is a good relationship with superiors in the respective organisations

Table –V Descriptive Statistics for Relationship with Colleagues

Variable s	FREQUENCIES						
	Number Of Respondents Total Values						
	SDA	DA	N	A	SA	Mean	Std.d

RC1	16	0	16	105	163	4.33	0.9854
RC2	12	0	18	150	120	4.22	0.8798
RC3	0	7	65	126	102	4.076	0.8039
RC4	0	7	14	213	66	4.126	0.5874
RC5	0	2	37	182	79	4.126	0.6313
RC6	0	7	37	125	131	4.266	0.7643
RC7	0	9	25	132	134	4.303	0.7482

Source: Primary data Computed

Interpretations

From the table V it is found that the variable “There is a harmonious relationship among the employees, across the hierarchies in the organization as well as in my department illustrated by the highest mean value M= 4.3300 of RC1 and the satisfied percentage of respondents rate is 54.3% In terms relationship with colleagues there are seven items in which most of the respondents expressed high level of satisfaction.

Table –VI Descriptive Statistics -Motivation&Recognition

Variable	FREQUENCIES						
	Number Of Respondents Total Values						
	SDA	DA	N	A	SA	Mean	Std.d
MR1	12	2	5	170	111	4.22	0.85285
MR2	7	17	48	164	64	3.87	0.89205
MR3	7	50	26	124	93	3.82	1.1158
MR4	7	35	54	160	44	3.66	0.94497
MR5	7	49	67	80	97	3.7	1.1517
MR6	4	7	55	183	51	3.9	0.74735
MR7	0	5	58	171	66	3.99	0.69395
MR8	0	7	13	180	100	4.24	0.642
MR9	7	20	59	105	109	3.96	1.0192
MR10	8	77	13	110	92	3.67	1.2299
MR11	37	81	46	98	38	3.06	1.2641
MR12	56	82	48	100	14	2.78	1.2233
MR13	0	2	61	132	105	4.13	0.75107
MR14	13	11	58	167	51	3.77	0.92275
MR15	2	0	34	163	101	4.2	0.68573
MR16	0	11	57	152	80	4	0.77804

Source –Primary Data

Interpretations

From the above table VI it is found that the variable MR8 “Performance appraisal improves my performance is illustrated by the highest mean value M= 4.2433 of RC1 with std deviation .64200 and the satisfied percentage of respondents rate is 60.0%. The variable MR12 “Do you feel unappreciated and ignored in the work you do”illustrated the lowest mean value M=2.7800 with



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std.deviation 1.22335 and the respondents agreed with 33.3% and disagreed with 27.3%

Table –VII Descriptive Statistics –Welfare Facilities

Interpretation:

Variable	FREQUENCIES						
	Number Of Respondents Total Values						
	SDA	DA	N	A	SA	Mean	Std.d
WR1	38	120	42	74	26	2.76	1.204
WR2	37	116	36	91	20	2.8	1.189
WR3	15	113	45	102	25	3.03	1.189
WR4	0	13	96	140	51	3.76	0.780 6

From the table VII it is found that the variable WEL 1 The mean value is M= 3.763with std.deviation 1.2043 .In welfare facilities the disagreement response is about 40% from the respondents with the lower mean score M=2.766 with std.deviation 1.2043.

Table –VIII Descriptive Statistics –Salary System

Source :Primary Data

Variables	FREQUENCIES						
	Number Of Respondents Total Values						
	SDA	DA	N	A	SA	Mean	Std.d
SS1	0	11	62	155	72	3.96	0.77
SS2	0	34	66	145	55	3.73	0.88 8
SS3	0	53	70	124	53	3.59	0.97 5
SS4	20	28	37	163	52	3.66	1.07
SS5	7	27	61	124	81	3.81	1

Interpretation:

From the above table VIII it is found that the variable “Am getting a equitable salary in this organisation SS1 M= 3.96 with std.deviation .770. In terms of salary system there are 5 items in which most of the respondents agreed that they are satisfied with the salary system

Table –IX Descriptive Statistics –Management Effectiveness

Variables	FREQUENCIES						
	Number Of Respondents Total Values						
	SDA	DA	N	A	SA	Mean	Std.d
ME1	4	14	24	147	111	4.156	0.857
ME2	0	18	20	166	96	4.133	0.781 6
ME3	0	3	20	158	119	4.31	0.639 2
ME4	3	14	41	168	74	3.986	0.813 6
ME5	10	0	28	107	155	4.323	0.898 9
ME6	0	30	10	154	106	4.12	0.880 2
ME7	7	2	13	127	151	4.376	0.802 2
ME8	10	14	27	161	88	4.01	0.934 2
ME9	3	15	61	92	129	4.096	0.957 6
ME10	7	8	18	145	122	4.223	0.857

							8
ME11	7	8	6	159	120	4.256	0.820 3
ME12	5	10	36	155	94	4.076	0.844 4
ME13	16	4	40	114	126	4.1	1.039

Source: Primary Data

Interpretation:

From the table IX it is found that the variable ME7 1 “I am satisfied with the grievance handling procedures of the organization “the mean value is M= 4.3767 and std.deviation 0.80225. There are 13 items in this construct and the satisfaction level is high in this construct.

Table –X Descriptive Statistics – Employee Loyalty

Source :Primary Data

Variables	FREQUENCIES						
	Number Of Respondents Total Values						
	SDA	DA	N	A	SA	Mean	Std.d
EL1	23	10	40	124	103	3.913	1.138
EL2	10	31	41	120	98	3.883	1.08
EL3	15	37	21	163	64	3.746	1.079
EL4	0	11	20	161	108	4.22	0.725 7
EL5	13	11	56	193	27	3.7	0.851 9
EL6	17	47	35	89	112	3.773	1.257
EL7	22	58	43	120	57	3.44	1.207
EL8	46	119	0	102	33	2.97	1.339
EL9	64	30	46	86	74	3.253	1.473
EL10	43	32	29	93	103	3.603	1.416
EL11	25	16	39	148	72	3.753	1.129

Interpretation:

From the above table X it is found that the variable EL4 the mean value is M= 4.2200 and std.deviation .72573. Most of the respondents agreed with 53.7 % that they cannot be more attached to any other organisation. The variable EL8 “I am afraid that there are too little options available for me” indicates low mean value M=2.97 and about 39.7 % respondents disagreed with the statement.

V. FINDING OF THE STUDY

- Young employee’s ratio is more when compared to the other age group of respondent’s .Middle group age people are moderate in numbers. This shows that there is more job opportunity for the people in the Pump manufacturing sectors in Coimbatore
 - The Male employees are more when compared to female employees .The male employees are around 69% while the female employees are 31%.Most of the Industry for some units the organisation prefers only male employees
 - The UG Graduates and diploma degree holders are more when compared to other educational degrees.
- The employment is given to all levels based on education.
- The majority of the people in the pump manufacturing Sectors falls under the income level 15000-50000 and above 50000-75000 is less. Hence it



is understood that the pump industry salary varies with the level of the pump industry such as small scale, medium and large Scale and with the number of working employees in the organization.

- The employees are working in the current organization is having 5 -10 years in the organization and less than one year is very less which is around 19%.
- The respondents are satisfied with the working is 59.3%.Most of the respondents expressed high level of satisfaction.
- The respondents are satisfied the relation with the supervisor .The satisfied percentage of respondents rate is 54.3%
- 60.0% of respondents are satisfied with the appraisal system but some employees expressed their disagreement that sometimes their work is not getting recognized and this needs to be concentrated by the management
- 51% of the respondents are satisfied with the salary system of the organisation. But the neutral response rate is 21%.It is understood that the respondents are not willing to give their response .This Indicates that management should take proper action on salary system.
- About 40 % of the respondents expressed their disagreement response in the welfare facilities.
- Regarding the grievance handling procedures of the organization employees are satisfied .Hence it is understood that the organisation is concerned about the job satisfaction of the employees.

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VI. LIMITATIONS OF THE STUDY

Even though the study provide lot of insights it has certain limitations as follows

- The research was conducted with limited number of respondents with the Sample size 300.
- Some questionnaire was removed due to incomplete response from the respondents. This is also a major concern for the limited sample size.
- The researcher was unable to collect responses from various categories of employees .
- There are many factors influence employee loyalty but the study was limited with few factors
- The study was conducted only in pump manufacturing industry in Coimbatore region.

VII. CONCLUSION

Satisfied and loyal employees create brand name and reputation to the organisation and are also play an important role in organisation performance. Hence it is very important for every organisation to have best retention strategies to retain knowledge and loyal workers. The employees in the pump manufacturing industries are happy to work for their organisation.

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