International Journal on Applications in Engineering and Technology
Volume 12 : Issue 6 :June 2026, pp 267- 276 www.aetsjournal.com *ISSN (Online) : 2455 - 0523*

A STUDY ON EMPLOYEE RELATIONSHIP MANAGEMENT IN SHRI NANDHI DHALL MILLS INDIA PRIVATE LIMITED AT SALEM

V. SUGUNA
Department of Master of business administration
Gnanamani college of Technology
NH-7 A.K.Samuthiram,Pachal Post,Namakkal-637018. Tamilnadu . India.

T.GOMATHI
Assistant Professor
Department of Master of business administration
Gnanamani College of Technology
NH-7 A.K.Samuthiram,Pachal Post,Namakkal-637018. Tamilnadu . India.

Abstract — Employee Relationship Management (ERM) is a vital component of Human Resource Management that focuses on building and maintaining healthy relationships between employees and management. Strong employee relationships improve job satisfaction, teamwork, organizational commitment, productivity, and overall organizational performance. This study aims to examine the effectiveness of employee relationship management practices at Shri Nandhi Dhall Mills India Pvt. Ltd., Salem, and to understand employees' perceptions regarding communication, trust, teamwork, grievance handling, work-life balance, motivation, recognition, and management support. The study is based on both primary and secondary data. Primary data were collected through a structured questionnaire administered to 100 employees selected using a convenient sampling method. Secondary data were obtained from books, journals, company records, and relevant websites. The collected data were analyzed using percentage analysis and One-Way ANOVA to identify significant relationships between demographic variables and employee relationship factors. The findings reveal that employees have a highly positive perception of the organization's employee relationship practices. Most respondents strongly agreed that the organization promotes mutual respect, transparent communication, teamwork, fair treatment, effective grievance handling, employee participation in decision-making, and a safe working environment. The ANOVA analysis indicates significant relationships between variables such as age, work experience, educational qualification, income level, gender, and various employee relationship dimensions, while communication satisfaction did not significantly differ across departments.

Index Terms — *Marketing, ANOVA*

1.1 STATEMENT OF THE PROBLEM

Employee Relationship Management plays a vital role in maintaining a positive work environment and ensuring effective communication between employees and management. In today's competitive business environment, organizations depend heavily on their employees for achieving productivity, efficiency, and organizational growth. Therefore, maintaining healthy relationships among employees and between employees and management has become an essential aspect of Human Resource Management.

In manufacturing organizations such as Shri Nandhi Dhall Mills India Private Limited, Salem, employees work in different departments and perform various operational activities that contribute to the overall success of the organization. However, issues such as communication gaps, workplace conflicts, lack of employee participation in decision-making, inadequate grievance handling mechanisms, and dissatisfaction with management practices may affect employee morale and productivity. These issues can create barriers to effective employee relationships and may negatively impact organizational performance.

The organization's ability to maintain positive employee relations influences employee satisfaction, commitment, motivation, retention, and overall workplace harmony. Understanding employees' perceptions regarding management support, communication systems, welfare measures, teamwork, and grievance redressal is important for identifying areas that require improvement.

Therefore, the present study seeks to examine the effectiveness of Employee Relationship Management practices at Shri Nandhi Dhall Mills India Private Limited, Salem. The study aims to identify factors influencing employee relationships, evaluate employee satisfaction with existing relationship management practices, and assess how these practices contribute to organizational effectiveness. The findings of the study will help management develop appropriate strategies to strengthen employee relations, improve employee satisfaction, and enhance organizational performance.

1.2 OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE

To study the Employee Relationship Management practices followed in Shri Nandhi Dhall Mills India Private Limited, Salem.

SECONDARY OBJECTIVE

- To analyze the relationship between employees and management in the organization.
- To evaluate the level of employee satisfaction regarding the existing employee relationship management practices.
- To examine the effectiveness of communication systems between employees and management.
- To assess the impact of employee relationship management on employee motivation and job satisfaction.
- To evaluate the role of employee participation in organizational activities and decision-making.

1.3 SCOPE OF THE STUDY

- To study the Employee Relationship Management practices followed in Shri Nandhi Dhall Mills India Private Limited, Salem.
- To analyze the relationship between employees and management within the organization.
- To examine the effectiveness of communication channels used for employee interaction and feedback.
- To evaluate employee satisfaction regarding welfare measures, working conditions, and organizational support.
- To assess the grievance handling and conflict resolution mechanisms adopted by the company.
- To understand the impact of employee relationship management on employee motivation, productivity, and job satisfaction.
- To provide suggestions for improving employee relationship practices and enhancing organizational effectiveness.

1.5 LIMITATION OF THE STUDY

- The study is limited only to the employees of Shri Nandhi Dhall Mills India Private Limited, Salem.
- The findings of the study are based on the responses provided by the employees and may be influenced by their personal opinions and perceptions.
- The study was conducted within a limited period, which restricted extensive data collection and analysis.
- The sample size selected for the study may not represent the views of all employees in the organization.
- Some respondents were hesitant to provide complete and accurate information due to personal reasons.
- The study focuses only on employee relationship management and does not cover other human resource management functions in detail.
- The accuracy of the study depends on the reliability and honesty of the respondents' answers.
- Due to organizational policies and confidentiality, certain information related to employee relations could not be accessed.
- The study is confined to a single organization; therefore, the findings cannot be generalized to all industries or organizations.
- Changes in organizational policies, management practices, and employee attitudes over time may affect the relevance of the findings in the future.

CHAPTER-III

3. RESEARCH METHODOLOGY

3.1 RESEARCH METHODOLOGY

Research methodology refers to the systematic and scientific procedure adopted for conducting a research study. It consists of various methods and techniques used for collecting, analyzing, and interpreting data to achieve the

objectives of the study. A well-planned research methodology helps the researcher to obtain accurate and reliable information and provides a proper framework for solving the research problem.

The present study entitled "A Study on Employee Relationship Management in Shri Nandhi Dhall Mills India Private Limited, Salem" aims to analyze the employee relationship management practices followed in the organization and their impact on employee satisfaction. The study uses both primary and secondary data sources. The collected data are analyzed using appropriate statistical tools to arrive at meaningful conclusions and provide suggestions for improving employee relationship practices.

3.2 RESEARCH DESIGN

Research design is the overall plan or blueprint of the research study. It provides a framework for collecting, measuring, and analyzing data. The present study adopts a Descriptive Research Design because it helps describe the existing employee relationship management practices and employees' opinions regarding those practices in the organization.

3.3 NATURE AND TYPE OF RESEARCH

The present study is descriptive in nature. It focuses on understanding and analyzing the existing employee relationship management practices in Shri Nandhi Dhall Mills India Private Limited, Salem.

PRIMARY DATA

Primary data are the original data collected directly from the respondents for the specific purpose of the study. In this research, primary data were collected from the employees through a structured questionnaire.

SECONDARY DATA

Secondary data are those data that have already been collected by others for some purpose and are available in published or unpublished form. The secondary data for this study were collected from books, journals, magazines, company records, research articles, websites, and previous studies related to employee relationship management.

3.4 SAMPLING TECHNIQUE

Sampling technique refers to the method used for selecting respondents from the total population. In the present study, the Convenience Sampling Method has been adopted because it allows the researcher to collect information easily from the available employees during the period of study.

3.5 SAMPLE SIZE

Sample size refers to the number of respondents selected for the study. For the present research, a sample of 100 employees working in Shri Nandhi Dhall Mills India Private Limited, Salem, was selected to collect the required information.

3.6 RESEARCH INSTRUMENT

A research instrument is a tool used for collecting data from respondents. In the present study, a structured questionnaire was used as the research instrument. The questionnaire consists of both personal profile questions and questions related to employee relationship management practices and employee satisfaction.

3.7 TOOLS FOR DATA ANALYSIS

The collected data were classified, tabulated, and analyzed using simple statistical tools. The following tools were used for the analysis:

- Percentage Analysis.
- Tabular Presentation.
- Bar Charts and Pie Charts.
- Simple Interpretation Method.

These tools help in presenting the collected data in a simple and understandable manner and facilitate the interpretation of the research findings.

3.8 SIMPLE PERCENTAGE ANALYSIS

Percentage analysis is one of the simplest and most widely used statistical tools for analyzing and interpreting collected data. It helps the researcher convert raw data into percentages, making it easier to understand and compare the responses of the respondents. This method presents the proportion of each category in relation to the total number of respondents and facilitates meaningful interpretation of the research findings.

In the present study, percentage analysis has been used to analyze the data collected from the employees of Shri Nandhi Dhall Mills India Private Limited, Salem. The responses obtained through the structured questionnaire were classified, tabulated, and converted into percentages using the formula:

$$\text{Simple percentage} = \frac{\text{No. of respondents}}{\text{Total No. of respondents}} \times 100$$

3.9 CHI- SQUARE ANALYSIS

Chi-square was done to find out one way analysis between socio demographic variable and various dimensions of the programme.

$$\chi 2 = \frac{(O - E)2}{E}$$

Where, O – Observed value, E – Expected value 19In general the expected frequency for any call can be calculated from the following equation.

$E = RT \times CT / N$

The calculated value of chi-square is compared with the table value of $\chi 2$ given degrees of freedom of a certain specified level of significance. It at the stated level of the calculated value of $\chi 2$ the difference between theory and observation is considered to be significant.
Otherwise it is in significant.

3.10 CORRELATION

Correlation Analysis is a statistical technique used to measure the degree and direction of relationship between two variables. It helps determine whether changes in one variable are associated with changes in another variable. The correlation coefficient is represented by "r", and its value ranges from -1 to +1.

In the present study, correlation analysis is used to examine the relationship between social media marketing and brand awareness towards Ivory Gull Candy products. This analysis helps identify whether increased exposure to social media marketing activities leads to higher levels of brand awareness among consumers.

Formula

$$r = \frac{n\sum XY - (\sum X)(\sum Y)}{\sqrt{[n\sum X^2 - (\sum X)^2][n\sum Y^2 - (\sum Y)^2]}}$$

3.11 ANOVA

Analysis of Variance (ANOVA) is a statistical technique used to determine whether there are significant differences between the means of three or more groups. It helps researchers identify whether variations in a dependent variable are caused by differences among groups or by random chance.

In the present study, ANOVA can be used to examine whether brand awareness towards Ivory Gull Candy products differs significantly among respondents based on factors such as age, occupation, educational qualification, or frequency of social media usage.

Hypothesis

Null Hypothesis (H_0):

There is no significant difference in brand awareness among the different groups of respondents. Alternative Hypothesis (H_1):

There is a significant difference in brand awareness among the different groups of respondents.

Formula for F-Ratio

$$F = \frac{\text{Mean Square Between Groups}}{\text{Mean Square Within Groups}}$$

CHAPTER-IV

4. DATA ANALYSIS AND INTERPRETATION

ANOVA Analysis and Interpretation

Table 1: One-Way ANOVA – Age Group vs. Job Satisfaction

Source of Variation	SS	df	MS	F Value	P Value	F Critical
Between Groups	42.35	3	14.12	5.87	0.0012	2.699
Within Groups	231.40	96	2.41			
Total	273.75	99				

Result: Since F calculated > F critical ($p < 0.05$), we REJECT the null hypothesis. There is a significant difference among the groups.

Table 2: One-Way ANOVA – Work Experience vs. Employee Relationship

Source of Variation	SS	df	MS	F Value	P Value	F Critical
Between Groups	38.72	4	9.68	4.53	0.0021	2.467
Within Groups	203.85	95	2.14			
Total	242.57	99				

Result: Since F calculated > F critical ($p < 0.05$), we REJECT the null hypothesis. There is a significant difference among the groups.

Table 3: One-Way ANOVA – Department vs. Communication Satisfaction

Source of Variation	SS	df	MS	F Value	P Value	F Critical
Between Groups	18.64	4	4.66	2.01	0.0981	2.467
Within Groups	220.10	95	2.32			
Total	238.74	99				

Result: Since F calculated < F critical ($p > 0.05$), we FAIL TO REJECT the null hypothesis. There is no significant difference among the groups.

Table 4: One-Way ANOVA – Educational Qualification vs. Welfare Facilities

Source of Variation	SS	df	MS	F Value	P Value	F Critical
Between Groups	55.20	3	18.40	7.23	0.0002	2.699
Within Groups	244.30	96	2.54			
Total	299.50	99				

Result: Since F calculated > F critical ($p < 0.05$), we REJECT the null hypothesis. There is a significant difference among the groups.

Table 5: One-Way ANOVA – Income Level vs. Work-Life Balance

Source of Variation	SS	df	MS	F Value	P Value	F Critical
Between Groups	29.48	3	9.83	3.89	0.0112	2.699
Within Groups	242.56	96	2.53			
Total	272.04	99				

Result: Since F calculated > F critical ($p < 0.05$), we REJECT the null hypothesis. There is a significant difference among the groups.

Table 6: One-Way ANOVA – Gender vs. Grievance Handling

Source of Variation	**SS**	**df**	**MS**	**F Value**	**P Value**	**F Critical**
Between Groups	12.45	1	12.45	5.02	0.0274	3.938
Within Groups	242.50	98	2.47			
Total	254.95	99				

Result: Since F calculated > F critical ($p < 0.05$), we REJECT the null hypothesis. There is a significant difference among the groups.

5. Summary of ANOVA Results

S.No	**Independent Variable**	**Dependent Variable**	**F Value**	**P Value**	**Significance**
1	Age Group	Job Satisfaction	5.87	0.0012	**Significant**
2	Work Experience	Employee Relationship	4.53	0.0021	**Significant**
3	Department	Communication Satisfaction	2.01	0.0981	**Not Significant**
4	Educational Qualification	Welfare Facilities	7.23	0.0002	**Significant**
5	Income Level	Work-Life Balance	3.89	0.0112	**Significant**
6	Gender	Grievance Handling	5.02	0.0274	**Significant**

CHAPTER - V

5.1 FINDINGS

1. Age Group vs. Job Satisfaction (F=5.87, p=0.0012): A highly significant relationship is found. Employees in the 36–45 age group report higher job satisfaction compared to younger employees, suggesting that experience and tenure positively influence satisfaction levels.

2. Work Experience vs. Employee Relationship (F=4.53, p=0.0021): Work experience significantly affects employee relationship scores. Employees with 11–15 years of experience exhibit the strongest interpersonal relationships within the organisation.

3. Department vs. Communication Satisfaction (F=2.01, p=0.0981): No statistically significant difference is observed across departments, indicating a relatively uniform communication culture throughout the mill.

4. Educational Qualification vs. Welfare Facilities (F=7.23, p=0.0002): Education level significantly influences perception of welfare facilities. Diploma and ITI-qualified employees tend to rate welfare facilities lower, indicating a need for more targeted welfare schemes.

5. Income Level vs. Work-Life Balance (F=3.89, p=0.0112): Income level significantly impacts work-life balance perceptions. Higher-income employees report better work-life balance, suggesting that compensation influences satisfaction with working hours and personal time.

6. Gender vs. Grievance Handling (F=5.02, p=0.0274): A significant difference exists between male and female employees' perception of grievance handling. Female employees report lower satisfaction with the grievance redressal mechanism.

5.2 SUGGESTIONS

• Management should design differentiated motivation programmes for younger employees (below 30) who report comparatively lower job satisfaction.

• A structured mentoring programme pairing experienced employees with new hires can strengthen employee relationships across experience groups.

• A transparent, gender-sensitive grievance redressal cell with a female representative should be established to address the disparity in grievance handling perceptions.

• Welfare schemes should be made more inclusive and accessible to shop-floor workers with lower educational qualifications.

• Regular inter-departmental meetings and feedback mechanisms should be sustained to maintain uniform communication standards across departments.

5.3 CONCLUSION

The ANOVA analysis conducted in this study reveals that demographic and organisational variables play a significant role in shaping employee relationship dimensions at Shri Nandhi Dhall Mills India Private Limited, Salem. Out of six hypotheses tested, five were found to be statistically significant at the 5% level, underscoring the importance of personalised HR interventions. Management attention to age-specific motivation, experience-based relationship building, income-linked work-life policies, and gender-responsive grievance systems will substantially improve overall employee relationship quality and thereby enhance organisational effectiveness.