

The Impact of Employee and Employer Relationship and Knowledge Sharing on Employee Productivity: A comparative study of Public and Private Sector Banks

R. Vijaya Lakshmi^{*,a} and Dr. Sheetal Sharma^a

^{*}Chhattisgarh Swami Vivekanand Technical University, Bhilai, Chhattisgarh, India.

^aBhilai Institute of Technology, Bhilai, Chhattisgarh, India-491001.

vijayarakatu@yahoo.com, sheetaldureja@yahoo.com

Abstract

The banking sectors may grab some opportunities in rivalry area with the satisfaction of both domestic customers and the outside customers and they can raise their productivity. In nowadays, the businesses know that employees are the key assets of an institute. It is crucial that the employees perform jointly as a collective unit and contribute equally towards the realization of a common goal. Therewithal if the relationship between employees and sharing of the knowledge is good the employees' performance can be good in banks. The aim of this study is to formulate an effort the service employees' Performance in Banks. Hereby this study has been conducted in a four Banks. Surveying technique has been used in Order to collect the data

Keywords: *Employee productivity, employee relations, knowledge sharing, public and private sector banks;*

1. Introduction

Employees are the central point in the victory of every organization. If the employees work together and Contribute to a good relationship with employers they can accomplish their tasks much quicker. managing employee relationship is key and precious to the organizational success and achieving competitive advantage. It is essential to have a strong relationship between employees and employers that leads to productivity, motivation, and better performance.

Human resource system is the single central element in any organization and controls other mechanism in an organization like finance, marketing, materials, technology, information and production. In today's scenario where all other resources run freely across boundaries only knowledge is significant which forms the basis to be gainful in any organization as the businesses today are undergoing fast changes due to changes in technology etc.

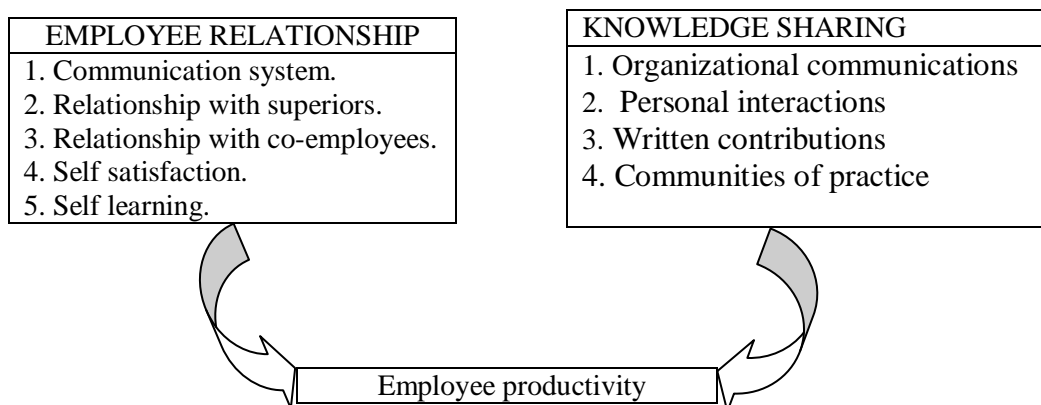
Thus Human Resource Management (HRM) tries to establish good relationship among employees and maintain high morale and provide good working conditions in an organization. It helps and acts as a change agent while controlling various activities of the organization (Bajaj et al. 2013, p90). Employee Relationship Management (ERM), in some organizations is labeled Employee Relations Management, meaning the same thing, is a tool and a strategic process to manage and increase Motivation in the workforce by increased focus on continuous perfection of the individual relationships between the employer and each employee (Wargborn, 2008, p. 67). Seeking to create a positive employee relations environment must be a part of every manager's Performance objectives. Supervisors and managers are the key link between

employees and their company. If these relationships are strong, then employees are more likely to be satisfied with their jobs and more productive as a result (Daniel, 2003, p. 56). Knowledge sharing is an important activity that enhanced an individual capability to retrieve new data and resources for the purpose of learning, problem solving, and self-improvement (Din and Haron, 2012). The success of knowledge sharing in business is not only technological but also related to behavioral factors. Businesses need to create open environments and incentive/reward systems to motivate members to share their knowledge positively and voluntarily (Whitener, 2001). Knowledge, compared to data and information is closer to the action, and therefore it is considered more valuable than others (Davenport and Prusa, 1998). Knowledge sharing is a set of individual behaviors involving sharing one's work-related knowledge and expertise with other members within one's organization, which can contribute to the ultimate effectiveness of the organization (Yi, 2009). Simply put, knowledge sharing is the behavior of disseminating one's acquired knowledge with other members within one's organization (Ryu, Ho, & Han, 2003).

2. Conceptual Model and Methodology

2.1 Conceptual Framework and Hypotheses

This study is designed at the estimate of the relationships of the employees and knowledge sharing of the employees in public and private sector Banks by the views of employees. Also this study explores the correlations between knowledge sharing and employee relationships with employee performance. The conceptual framework developed to describe the relationships between these variables is shown in Figure 1.



The following hypotheses have been developed within the framework of the study model:

- H1:** Employee relationships have a major constructive association with employee productivity.
- H2:** Knowledge sharing has a major constructive association with employee productivity.

2.2. Research Method

The KSBS (Knowledge Sharing Behaviour Scale) developed by Yi (2009) consists of 28 items measuring four dimensions of knowledge sharing behavior namely written contributions (5 items), organizational communications (8 items), personal interactions (8 items), and communities of practice (7 items) on a five-response choice frequency scale. The four dimensions classified in the scale were

developed based on four major mechanisms or modes for sharing individual knowledge within organizations as identified by Bartol and Srivastava (2002).

This study is exploratory in nature, aiming to develop a better understanding of the employee productivity based on employee relationships and knowledge sharing. The study was carried out in 2017 on a convenience sample of 80 respondents who work in a four banks in Durg, Chhattisgarh. The questionnaires were implemented via interview and for being a pilot sample 80 responses were collected in this study. The Section A questions 1-4 referred to demographic characteristics. Section B of the questionnaire consists of 38 questions. Questions 5-14 and 15-42 are regarding the respondents' general view on the employee relationships and their general view on the knowledge sharing at Bank. The last section of the questionnaire (named C) consists of 12 questions and deals with employee productivity. The statistical package SPSS was used for data analysis. Descriptive statistical analysis was used to determine the statistical analysis included estimation of frequencies, percentages and means, reliability, correlation and regression analysis.

2.2 Research results

The reliability of the construct, employee relations and knowledge sharing, is 0.79 (cronbach's) on 38 questions and employee productivity is 0.812 (cronbach's) on 12 questions.

Table 1 Demographic Characteristic of Respondents

	Gender		Age			Education			Seniority			Total
	Male	Female	20-29	30-39	40 & Above	Undergraduate	Graduate	Post Graduate	0 to 1 years	1 to 2 years	Above 2 years	
No of Respondents	58	22	39	21	20	4	14	62	18	24	38	80
Percentage (%)	72.5	27.5	48.75	26.25	25	5	17.5	77.5	22.5	30	47.5	100

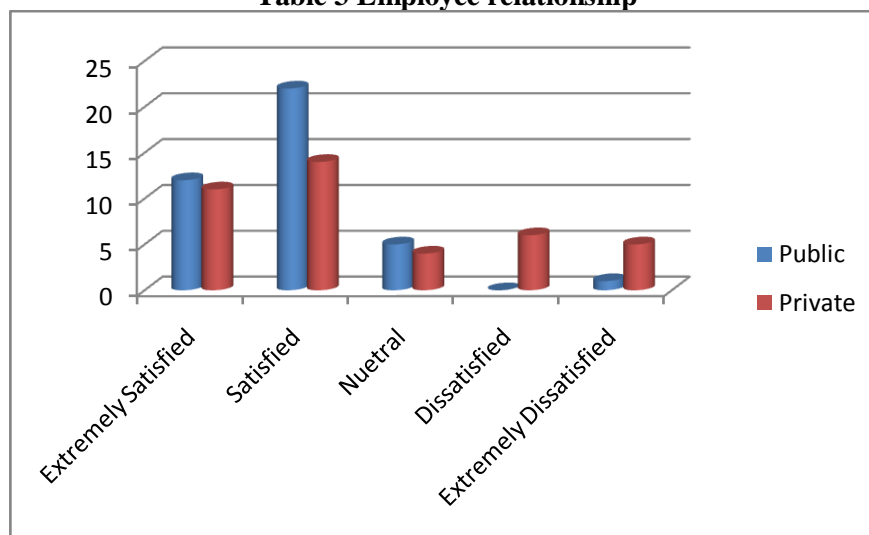
Table 2 Descriptive Statistics

Variables	N	Mean	Std. Deviation
Communication system	80	3.72	1.03
Relationship with superiors	80	3.82	0.95
Relationship with co-employees	80	3.78	1.05
Self learning	80	3.62	1.06
Self satisfaction	80	3.50	1.09
Knowledge sharing	80	3.49	0.98
Employee productivity	80	4.12	0.93

Employee relationship (Comparative analysis for Public and Private sector banks)

It includes

- Communication system.
- Relationship with supervisor.
- Relationship with co-employees.
- Self learning.
- Self satisfaction.

Table 3 Employee relationship

Public	12	22	5	0	1
Private	11	14	4	6	5

From the above analysis shows that satisfaction level of public sector bank employees is 85%(22+12) with employee relation in their organization where as satisfaction level of private sector bank employees is 63%(11+14) with employee relation in their organization. Hence public sector employees are more satisfied than private sector employees.

Table 4 Correlation between employee relationships and employee productivity

Employee relationships	Employee productivity
Correlation coefficient	0.645
Sig. (2-tailed)	0.000
N	80

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

Table 4 indicates that employee relationships have a mid-level positive association with employee productivity (H1 is accepted).

The following tables show the regression analysis:

Table 5 ANOVA: Employee relationships and Employee productivity

Model	Sum of squares	df	Mean square	F	P
Regression	26.035	5	3.543	5.827	0.000
Residual	33.019	74	0.608		
Total	59.054	79			

Employee productivity= 3.022 + 0.119 communication system + 0.259 relation with superiors + 0.065 relation with co-employees - 0.177 self learning + 0.049 self satisfaction.

Table 6 Model summary (Regression Analysis)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.737	0.483	0.500	0.699

Predictors (constant): Employee relationships.

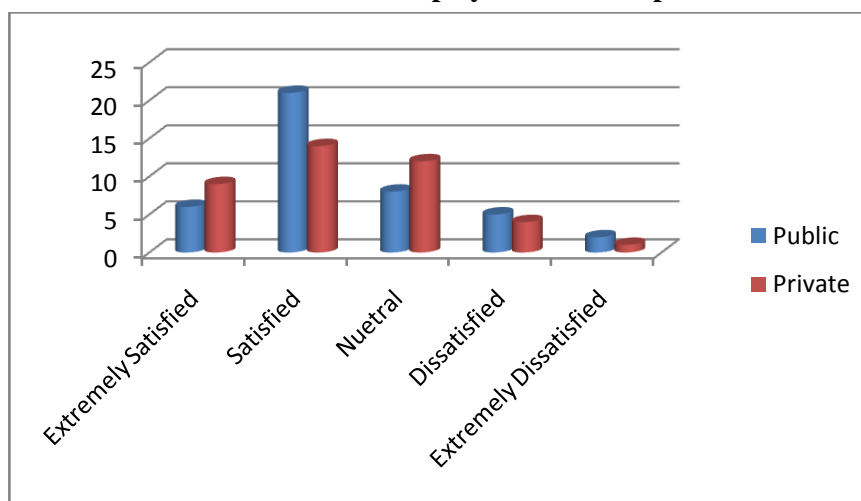
Table 6 indicates that the constant predictors explain the 48% of employee productivity.

Knowledge sharing (Comparative analysis for Public and Private sector banks)

It includes

- Written contribution.
- Organizational communication.
- Personal interaction.
- Communities of practice.

Table 7 Employee relationship



Public	5	20	8	7	0
Private	10	10	12	8	0

From the above analysis shows that satisfaction level of public sector bank employees is 63%(5+20) with knowledge sharing in their organization where as satisfaction level of private sector bank employees is 50%(10+10) with knowledge sharing in their organization. Hence public sector employees are more satisfied than private sector employees.

Table 8 Correlation between knowledge sharing and employee productivity

knowledge sharing	Employee productivity
correlation coefficient	0.593
Sig. (2-tailed)	0.000
N	80

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

Table 8 indicates the knowledge sharing have a mid-level positive association with employee productivity (H2 is accepted).

Table 9 ANOVA: Knowledge sharing and Employee productivity

Model	Sum of Squares	df	Mean Square	F	P
Regression	22.069	4	22.069	34.9107	0.000
Residual	36.985	75	0.632		
Total	59.054	79			

Predictors (constant): Knowledge sharing.

Dependent variable: Employee productivity.

Employee productivity= 2.732 + 0.216 written contribution + 0.312 organizational communication+ 0.059 personal interaction - 0.162 communities of practice.

Table 10 Model summary (Regression analysis)

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.612	0.371	0.362	0.674

Predictors (constant): Knowledge sharing.

Table 10 indicates that the constant predictors explain the 37% of employee productivity.

Conclusion

The major purpose of this study is to comparative study of employee relationships and knowledge sharing to employee productivity in public and private sector banks. In this pilot study the effect degree of employee relationships to employee productivity has been found 48% and the effect of knowledge sharing to employee productivity has been found 37% by the structured questionnaire data. The productivity of the employees is the prime factor as far as the success of an organization is concerned. The productivity in turn is dependent on the welfare of the human resource management and maintaining employee relationship and knowledge sharing in banks. As a result, the generalizability of our findings is so limited.

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