Journal of Research Administration
Society of Research Administrators International

DEMOGRAPHIC VARIATIONS AND ORGANIZATIONAL BONDING: A CHI-SQUARE ANALYSIS OF EMPLOYEE RELATIONSHIP PRACTICES AT PRIVATE SCHOOLS IN THANJAVUR DISTRICT

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ABSTRACT

Employees are the focus point for any organization's success. The good relationship between employer and employee is an easy way to achieve the firm's objectives faster. The employer and employee relationship increases firm's competitive advantage. The strong relationship leads to higher productivity, motivation and improved performance. Human resource is a unique function which manages the entire organization. Nowadays businesses are growing faster due to globalization. The human resource department tries to manage good relationship for the individual and firm's development. The employee relationship management is a continuous strategic process to build relationship between the employer and the employee. The employee relationship management become as a human resource policy in many organizations. It has a new form of communication in the firm. It offers mutual values. It satisfied the individual needs. It increases performance, retention and motivation in the employee's mind. This research paper focuses on the association between the demographic variables and problems related to this job for the considered samples.

KEYWORDS: Employee Retention, Employee Relationship, Human Resources Management,

1. INTRODUCTION

Employee retention stands as a critical concern in the realm of private education, where the commitment and satisfaction of faculty and staff play an indispensable role in the overall success and reputation of educational institutions. In the competitive landscape of private schools, maintaining a stable and dedicated workforce is paramount for ensuring continuity, fostering a positive learning environment, and upholding the institution's mission and values. As private schools strive to provide high-quality education and a supportive community, understanding the intricacies of employee retention becomes imperative.

Private schools, often characterized by smaller and more closely-knit communities than their public counterparts, face unique challenges and opportunities in the realm of human resource management. The significance of employee retention in private schools extends beyond the conventional understanding of job stability; it is intricately tied to the quality of education, institutional reputation, and the overall well-being of the school community. The commitment and

engagement of educators and administrative staff in private schools are pivotal not only for the day-to-day operations but also for building lasting relationships with students, parents, and the broader community.

One of the defining features of private schools is the emphasis on creating a distinctive and often specialized educational experience. This emphasis requires a dedicated and passionate faculty who align with the school's vision and values. Therefore, private schools are compelled to explore and implement effective employee relationship practices that not only attract but also retain high-caliber educators and staff. These practices extend beyond traditional compensation structures to encompass a holistic approach that addresses professional growth, work-life balance, and a positive workplace culture.

The educational landscape is evolving rapidly, with private schools facing increased competition for both students and qualified educators. The challenge of employee retention is further compounded by external factors such as demographic shifts, changing expectations of the workforce, and the ongoing impact of technological advancements on teaching methodologies. Consequently, private schools must adapt and innovate their employee relationship practices to remain attractive and supportive environments for educators and staff.

2. EMPLOYEE RELATIONSHIP PRACTICES AND EMPLOYEE RETENTION

The present business environment needs an employee relationship management within the organization. The business size is growing. This system helps for the overall organization growth. The employee relationship management is an approach to build relationship between employer and employee. The organization use information technology for salary, information sharing, communication, attendance, online training, etc., The employee relationship practices have positive impact on employee attitude and morale. This system is employee centered and away from the autocratic system. This develops inter-network and cooperation among them. The employee relation is a competitive force for the organization to face the global business environment [1] [2] [3].

The employee relationship management helps the managers to interact with employees effectively. This ultimately achieved the organization’s goals. The human resource department trains the managers and executives about the establishment of employee relation process with employees. There are many advantages for employee relationship management practices. The level of employee performance increase, strengthen communication culture, creative resource management, learning about the company product and service [4]. This helps the Human Resource Department to develop strategic tasks, raise innovation in productivity, recruitment and training cost reduction and effective rewards.

This involvement of communication between employer and employee increase in job satisfaction, satisfactory productivity, motivation and morale. The effective employee relations develop positive attitude and communication between the employees and management. This helps employees to participate in work situations effectively. The employee relationship balance life and work know the employee needs, maintain smooth relationship with trade unions, suppliers and customers.

The employee relationship practices include employee empowerment, employee involvement, employee participation, collective bargaining, grievance measures, conflict management, communication transparency and team work encouragement (Schweitzer and Lyons, 2008).

2.1 Factors Affecting Employee Retention

The individual employee's performance and quality of work vary in the organization. Some employee completes their work and motivates others. The next category of employees finishes the work based on the necessary criteria. They don't have motivation for advancement and development. The third groups rarely complete the task [5]. The first group employees have skills, ideas and efficiency to create better value and excellence for the organization. They help the organizations development. Today organizations face the problem of employee retention. Retaining the existing employee is better than hiring new talented work force. There is a lack of opportunities for talented employees make them to move out.

The companies must develop appropriate measures to attract their talent employees. The management capabilities, work environment and welfare will attract the employees. The managers should ensure sustainability and create relationship with the employees [6].

There is a direct and indirect expenses incurred on the employee's turnover. The positive work climate, equitable remuneration, recognition and appreciation efforts made employees happy. The effective HR practices help the employees to think and stay in the same organization.

The stiff competition of rivals, opportunities and rewards are the challenges for employee retention [7].

2.2 Factors Affecting Employee Turnover

The factors affecting employee turnover are job satisfaction, external reasons, egocentric reasons, organizational perception, cultural issues, growth and development.

The job-related stress is one of the reasons to leave the organization. The lack of commitment in the organization and job dissatisfaction are the job-related factors for employee turnover [8]

The work environment is one of the organizational factors for employee turnover. The strong communication system encourage employee to stay back in the present organization. Employees feel comfortable, if they have a role on decision making process. The poor personnel policies, poor supervisory practices and poor feedback system and lack of motivation are the other organizational factors for employee turnover.

3. RESEARCH DESIGN

Research design is an outline of the research work. This is an arrangement of data to find the solution for the objectives. The research design comprises of nature of data, research instrument and analysis methods. Research design helps to develop hypotheses and interpret the data [9].

This is a strategic plan to investigate the research questions. The researcher finds when, how and where the issues are happening. Human research has a wide scope in terms of behavior,

attitude and perception analysis. The qualitative analysis is done for demographic and work variables. Quantitative analysis is done for employee relationship variables.

3.1 Nature and Source of Data

The sample data represents the population in the study area. The respondents' opinions are the predictions for the research outcome. The researcher required effective data for analysis. In business research primary and secondary are used based on the need. This research has used both primary and secondary data for data analysis.

(i) Primary Data

The data collected from the respondents as firsthand information is called primary data. This data shows the respondents' opinion. The purpose of this study is to find the effectiveness of employee relationship practices on employee retention. The primary data was collected from the private school teachers through the survey instrument.

(ii) Secondary Data

The secondary data was collected from the earlier research studies related to the topic. The secondary data supports to develop the objectives. It helps to find the research variables for the research work. The secondary data is available in various formats. The researcher has collected secondary data from websites, library, books, journals, working papers, etc. The researcher has studied in depth the collected materials and carefully chooses the content and used the appropriate data in this research work.

3.2 Population Design

The teachers working in private schools in Thanjavur District are the population of this study. The various websites show the private schools are under primary, secondary, higher secondary, state board, CBSE, ICSE category. There is no clear information about the list of private schools in Thanjavur District. The researcher chooses the popular schools as population for this study. These schools are teaching from KG to Grade 12. The teachers from these schools are teaching in various classes in the respective schools.

3.3 Research Hypothesis

- H1: There is a significant relationship between demographic details and job enrichment.
- H2: There is a significant relationship between demographic details and employee empowerment.
- H3: There is a significant relationship between demographic details and employee engagement.
- H4: There is a significant relationship between demographic details and training and development.
- H5: There is a significant relationship between demographic details and motivation.
- H6: There is a significant relationship between demographic details and career opportunities.
- H7: There is a significant relationship between demographic details and Work Life Balance.

- H8: There is a significant relationship between demographic details and Performance Management.

4. DATA ANALYSIS AND INTERPRETATION

4.1 Relationship between Demographic Details and Job Enrichment

The association between demographic details and job enrichment is measured by using Chi-Square test. The Chi-Square result and significance are listed in the table 1.

Table 1: Chi-Square analysis for Demographic details and Job Enrichment

Sl. No.	Description	Pearson Chi-Square Value	Df	Asymptotic Significance (2-sided)
1.	Gender	15.399	15	0.423
2.	Age	58.267	45	0.089
3.	Marital Status	13.662	15	0.551
4.	Teaching Experience	34.302	30	0.269
5.	Education Qualification	58.793	60	0.520
6.	Monthly Salary	44.602	45	0.489
7.	Number of Dependents	35.614	30	0.221

Table 1 presents the results of a Chi-Square analysis examining the relationship between demographic details and job enrichment. The study investigates whether various demographic factors, such as gender, age, marital status, teaching experience, education qualification, monthly salary, and the number of dependents, are significantly associated with job enrichment.

- **Gender:** Pearson Chi-Square Value: 15.399 Degrees of Freedom: 15, Asymptotic Significance: 0.423. Result: No statistically significant association was found between gender and job enrichment ($p = 0.423$).
- **Age:** Pearson Chi-Square Value: 58.267, Degrees of Freedom: 45, Asymptotic Significance: 0.089. Result: The relationship between age and job enrichment approached statistical significance ($p = 0.089$), indicating a potential association that warrants further investigation.
- **Marital Status:** Pearson Chi-Square Value: 13.662, Degrees of Freedom: 15, Asymptotic Significance: 0.551. Result: No statistically significant association was found between marital status and job enrichment ($p = 0.551$).
- **Teaching Experience:** Pearson Chi-Square Value: 34.302, Degrees of Freedom: 30, Asymptotic Significance: 0.269. Result: No statistically significant association was found between teaching experience and job enrichment ($p = 0.269$).
- **Education Qualification:** Pearson Chi-Square Value: 58.793, Degrees of Freedom: 60, Asymptotic Significance: 0.520. Result: No statistically significant association was found between education qualification and job enrichment ($p = 0.520$).

- **Monthly Salary:** Pearson Chi-Square Value: 44.602, Degrees of Freedom: 45, Asymptotic Significance: 0.489. Result: No statistically significant association was found between monthly salary and job enrichment (p = 0.489).
- **Number of Dependents:** Pearson Chi-Square Value: 35.614, Degrees of Freedom: 30, Asymptotic Significance: 0.221. Result: No statistically significant association was found between the number of dependents and job enrichment (p = 0.221).

H1 is rejected for gender, age, marital status, teaching experience, education qualification, monthly salary and number of dependents.

4.2 Relationship between demographic details and employee empowerment

The association between demographic details and employee empowerment is measured by using Chi-Square test. The Chi-Square result and significance are listed in the below table 2.

Table 2: Chi-Square analysis for Demographic details and Employee Empowerment

Sl. No.	Description	Pearson Chi-Square Value	Df	Asymptotic Significance (2-sided)
1.	Gender	30.155	18	**0.036**
2.	Age	63.174	54	0.184
3.	Marital Status	16.780	18	0.538
4.	Teaching Experience	33.565	36	0.585
5.	Education Qualification	73.914	72	0.415
6.	Monthly Salary	39.860	54	0.924
7.	Number of Dependents	49.775	36	0.063

Table 2 provides the results of a Chi-Square analysis investigating the relationship between demographic details and employee empowerment. The study aims to discern whether various demographic factors, including gender, age, marital status, teaching experience, education qualification, monthly salary, and the number of dependents, are significantly associated with levels of employee empowerment.

- **Gender:** Pearson Chi-Square Value: 30.155, Degrees of Freedom: 18, Asymptotic Significance: 0.036. Result: A statistically significant association was found between gender and employee empowerment (p = 0.036), suggesting that gender may influence the level of empowerment among employees.
- **Age:** Pearson Chi-Square Value: 63.174, Degrees of Freedom: 54, Asymptotic Significance: 0.184. Result: The relationship between age and employee empowerment did not reach statistical significance (p = 0.184), indicating no clear association between these variables.
- **Marital Status:** Pearson Chi-Square Value: 16.780, Degrees of Freedom: 18, Asymptotic Significance: 0.538. Result: No statistically significant association was found between marital status and employee empowerment (p = 0.538).

- **Teaching Experience:** Pearson Chi-Square Value: 33.565, Degrees of Freedom: 36, Asymptotic Significance: 0.585. Result: The relationship between teaching experience and employee empowerment was not statistically significant (p = 0.585).
- **Education Qualification:** Pearson Chi-Square Value: 73.914, Degrees of Freedom: 72, Asymptotic Significance: 0.415. Result: No statistically significant association was found between education qualification and employee empowerment (p = 0.415).
- **Monthly Salary:** Pearson Chi-Square Value: 39.860, Degrees of Freedom: 54, Asymptotic Significance: 0.924. Result: No statistically significant association was found between monthly salary and employee empowerment (p = 0.924).
- **Number of Dependents:** Pearson Chi-Square Value: 49.775, Degrees of Freedom: 36, Asymptotic Significance: 0.06. Result: The relationship between the number of dependents and employee empowerment approached statistical significance (p = 0.063), indicating a potential association that may warrant further exploration.

H2 is accepted for gender.

H2 is rejected for age, marital status, teaching experience, education qualification, monthly salary and number of dependents.

4.3 Relationship between demographic details and employee engagement

The association between demographic details and employee engagement is measured by using Chi-Square test. The Chi-Square result and significance are listed in the below table 3.

Table 3: Chi-Square analysis for Demographic details and Employee Engagement

Sl. No.	Description	Pearson Chi-Square Value	Df	Asymptotic Significance (2-sided)
1.	Gender	20.017	17	0.273
2.	Age	69.556	51	**0.043**
3.	Marital Status	16.521	17	0.487
4.	Teaching Experience	38.184	34	0.285
5.	Education Qualification	73.335	68	0.308
6.	Monthly Salary	49.626	51	0.528
7.	Number of Dependents	43.199	34	0.134

Table 3 presents the results of a Chi-Square analysis examining the relationship between demographic details and employee engagement. The study aims to determine if various demographic factors, including gender, age, marital status, teaching experience, education qualification, monthly salary, and the number of dependents, are significantly associated with levels of employee engagement.

- **Gender:** Pearson Chi-Square Value: 20.017, Degrees of Freedom: 17, Asymptotic Significance: 0.273. **Result:** No statistically significant association was found between gender and employee engagement (p = 0.273).

- **Age:** Pearson Chi-Square Value: 69.556, Degrees of Freedom: 51, Asymptotic Significance: 0.043. Result: A statistically significant association was found between age and employee engagement (p = 0.043), suggesting that age may influence the level of employee engagement.
- **Marital Status:** Pearson Chi-Square Value: 16.521, Degrees of Freedom: 17, Asymptotic Significance: 0.487. Result: No statistically significant association was found between marital status and employee engagement (p = 0.487).
- **Teaching Experience:** Pearson Chi-Square Value: 38.184, Degrees of Freedom: 34, Asymptotic Significance: 0.285. Result: No statistically significant association was found between teaching experience and employee engagement (p = 0.285).
- **Education Qualification:** Pearson Chi-Square Value: 73.335, Degrees of Freedom: 68, Asymptotic Significance: 0.308. Result: No statistically significant association was found between education qualification and employee engagement (p = 0.308).
- **Monthly Salary:** Pearson Chi-Square Value: 49.626, Degrees of Freedom: 51, Asymptotic Significance: 0.528. Result: No statistically significant association was found between monthly salary and employee engagement (p = 0.528).
- **Number of Dependents:** Pearson Chi-Square Value: 43.199, Degrees of Freedom: 34 Asymptotic Significance: 0.134. Result: The relationship between the number of dependents and employee engagement approached statistical significance (p = 0.134), indicating a potential association that may warrant further exploration.

H3 is accepted for age.

H3 is rejected for gender, marital status, teaching experience, education qualification, monthly salary and number of dependents.

4.4 Relationship between demographic details and training and development

The association between demographic details and training and development is measured by using Chi-Square test. The Chi-Square result and significance are listed in the below table 4.

H4: There is a significant relationship between demographic details and training and development.

Table 4: Chi-Square analysis for Demographic details and Training and Development

Sl. No.	Description	Pearson Chi-Square Value	Df	Asymptotic Significance (2-sided)
1.	Gender	23.260	19	0.226
2.	Age	57.006	57	0.475
3.	Marital Status	27.674	19	0.090
4.	Teaching Experience	44.545	38	0.216
5.	Education Qualification	74.150	76	0.539
6.	Monthly Salary	69.902	57	0.117
7.	Number of Dependents	42.686	38	0.277

Table 4.4 presents the results of a Chi-Square analysis examining the relationship between demographic details and Training and Development. The study aims to determine if various demographic factors, including gender, age, marital status, teaching experience, education qualification, monthly salary, and the number of dependents, are significantly associated with participation in training and development programs.

- **Gender:** Pearson Chi-Square Value: 23.260, Degrees of Freedom: 19, Asymptotic Significance: 0.226. **Result:** No statistically significant association was found between gender and participation in training and development programs (p = 0.226).
- **Age:** Pearson Chi-Square Value: 57.006, Degrees of Freedom: 57, Asymptotic Significance: 0.475. **Result:** No statistically significant association was found between age and participation in training and development programs (p = 0.475).
- **Marital Status:** Pearson Chi-Square Value: 27.674, Degrees of Freedom: 19, Asymptotic Significance: 0.090. **Result:** The relationship between marital status and participation in training and development programs approached statistical significance (p = 0.090), suggesting a potential association that may warrant further exploration.
- **Teaching Experience:** Pearson Chi-Square Value: 44.545, Degrees of Freedom: 38, Asymptotic Significance: 0.216. **Result:** No statistically significant association was found between teaching experience and participation in training and development programs (p = 0.216).
- **Education Qualification:** Pearson Chi-Square Value: 74.150, Degrees of Freedom: 76, Asymptotic Significance: 0.539. **Result:** No statistically significant association was found between education qualification and participation in training and development programs (p = 0.539).
- **Monthly Salary:** Pearson Chi-Square Value: 69.902, Degrees of Freedom: 57, Asymptotic Significance: 0.117. **Result:** No statistically significant association was found between monthly salary and participation in training and development programs (p = 0.117).
- **Number of Dependents:** Pearson Chi-Square Value: 42.686, Degrees of Freedom: 38, Asymptotic Significance: 0.277. **Result:** No statistically significant association was found between the number of dependents and participation in training and development programs (p = 0.277).

H4 is rejected for gender, age, marital status, teaching experience, education qualification, monthly salary and number of dependents.

4.5 Relationship between demographic details and Motivation

The association between demographic details and motivation is measured by using Chi-Square test. The Chi-Square result and significance are listed in the below table 5. H5: There is a significant relationship between demographic details and motivation.

Table 5: Chi-Square analysis for Demographic details and Motivation

Sl. No.	Description	Pearson Chi-Square Value	Df	Asymptotic Significance (2-sided)
1.	Gender	34.372	17	**0.008**
2.	Age	45.513	51	0.691
3.	Marital Status	19.129	17	0.936
4.	Teaching Experience	41.442	34	0.178
5.	Education Qualification	66.989	68	0.512
6.	Monthly Salary	54.833	51	0.331
7.	Number of Dependents	26.394	34	0.821

Table 5 presents the results of a Chi-Square analysis examining the relationship between demographic details and motivation. The analysis includes the Pearson Chi-Square Value, degrees of freedom (Df), and the asymptotic significance (2-sided) for each demographic variable.

- **Gender:** Pearson Chi-Square Value: 34.372, Degrees of Freedom: 17, Asymptotic Significance: 0.008. **Result:** A statistically significant association was found between gender and motivation (p = 0.008), suggesting that gender plays a role in influencing motivation levels.
- **Age:** Pearson Chi-Square Value: 45.513, Degrees of Freedom: 51, Asymptotic Significance: 0.691. **Result:** No statistically significant association was found between age and motivation (p = 0.691).
- **Marital Status:** Pearson Chi-Square Value: 19.129, Degrees of Freedom: 17, Asymptotic Significance: 0.936. **Result:** No statistically significant association was found between marital status and motivation (p = 0.936).
- **Teaching Experience:** Pearson Chi-Square Value: 41.442, Degrees of Freedom: 34, Asymptotic Significance: 0.178. **Result:** No statistically significant association was found between teaching experience and motivation (p = 0.178).
- **Education Qualification:** Pearson Chi-Square Value: 66.989, Degrees of Freedom: 68, Asymptotic Significance: 0.512. **Result:** No statistically significant association was found between education qualification and motivation (p = 0.512).
- **Monthly Salary:** Pearson Chi-Square Value: 54.833, Degrees of Freedom: 51, Asymptotic Significance: 0.331. **Result:** No statistically significant association was found between monthly salary and motivation (p = 0.331).
- **Number of Dependents:** Pearson Chi-Square Value: 26.394, Degrees of Freedom: 34, Asymptotic Significance: 0.821. **Result:** No statistically significant association was found between the number of dependents and motivation (p = 0.821).

H5 is accepted for gender.

H5 is rejected for age, marital status, teaching experience, education qualification, monthly salary and number of dependents.

4.6 Relationship between demographic details and Career Opportunities

The association between demographic details and career opportunities is measured by using Chi-Square test. The Chi-Square result and significance are listed in the below table 6. H6: There is a significant relationship between demographic details and career opportunities.

Table 6: Chi-Square analysis for Demographic details and Career Opportunities

Sl. No.	Description	Pearson Chi-Square Value	Df	Asymptotic Significance (2-sided)
1.	Gender	13.988	14	0.451
2.	Age	46.999	42	0.275
3.	Marital Status	24.187	14	**0.043**
4.	Teaching Experience	25.829	28	0.582
5.	Education Qualification	47.736	56	0.776
6.	Monthly Salary	53.872	42	0.104
7.	Number of Dependents	13.197	28	0.992

Table 6 presents the results of a Chi-Square analysis examining the relationship between demographic details and perceived career opportunities. The analysis includes the Pearson Chi-Square Value, degrees of freedom (Df), and the asymptotic significance (2-sided) for each demographic variable.

- **Gender:** Pearson Chi-Square Value: 13.988, Degrees of Freedom: 14, Asymptotic Significance: 0.451. **Result:** No statistically significant association was found between gender and perceived career opportunities ($p = 0.451$).
- **Age:** Pearson Chi-Square Value: 46.999, Degrees of Freedom: 42, Asymptotic Significance: 0.275. **Result:** No statistically significant association was found between age and perceived career opportunities ($p = 0.275$).
- **Marital Status:** Pearson Chi-Square Value: 24.187, Degrees of Freedom: 14, Asymptotic Significance: 0.043. **Result:** A statistically significant association was found between marital status and perceived career opportunities ($p = 0.043$), suggesting that marital status may influence how individuals perceive career prospects.
- **Teaching Experience:** Pearson Chi-Square Value: 25.829, Degrees of Freedom: 28, Asymptotic Significance: 0.582. **Result:** No statistically significant association was found between teaching experience and perceived career opportunities ($p = 0.582$).
- **Education Qualification:** Pearson Chi-Square Value: 47.736, Degrees of Freedom: 56, Asymptotic Significance: 0.776. **Result:** No statistically significant association was found between education qualification and perceived career opportunities ($p = 0.776$).

- **Monthly Salary:** Pearson Chi-Square Value: 53.872, Degrees of Freedom: 42, Asymptotic Significance: 0.104. **Result:** No statistically significant association was found between monthly salary and perceived career opportunities (p = 0.104).
- **Number of Dependents:** Pearson Chi-Square Value: 13.197, Degrees of Freedom: 28, Asymptotic Significance: 0.992. **Result:** No statistically significant association was found between the number of dependents and perceived career opportunities (p = 0.992).

H6 is accepted for marital status.

H6 is rejected for gender, age, teaching experience, education qualification, monthly salary and number of dependents.

4.7 Relationship between demographic details and Work Life Balance

The association between demographic details and work life balance is measured by using Chi-Square test. The Chi-Square result and significance are listed in the below table 7.

H7: There is a significant relationship between demographic details and work life balance.

Table 7: Chi-Square analysis for Demographic details and Work Life Balance

Sl. No.	Description	Pearson Chi-Square Value	Df	Asymptotic Significance (2-sided)
1.	Gender	17.502	15	0.290
2.	Age	47.984	45	0.353
3.	Marital Status	11.523	15	0.715
4.	Teaching Experience	36.155	30	0.203
5.	Education Qualification	67.836	60	0.228
6.	Monthly Salary	32.395	45	0.920
7.	Number of Dependents	20.184	30	0.912

Table 7 presents the results of a Chi-Square analysis investigating the relationship between demographic details and perceived work-life balance. The analysis includes the Pearson Chi-Square Value, degrees of freedom (Df), and the asymptotic significance (2-sided) for each demographic variable.

- **Gender:** Pearson Chi-Square Value: 17.502, Degrees of Freedom: 15, Asymptotic Significance: 0.290. **Result:** No statistically significant association was found between gender and perceived work-life balance (p = 0.290).
- **Age:** Pearson Chi-Square Value: 47.984, Degrees of Freedom: 45, Asymptotic Significance: 0.353. **Result:** No statistically significant association was found between age and perceived work-life balance (p = 0.353).
- **Marital Status:** Pearson Chi-Square Value: 11.523, Degrees of Freedom: 15, Asymptotic Significance: 0.715. **Result:** No statistically significant association was found between marital status and perceived work-life balance (p = 0.715).

- **Teaching Experience:** Pearson Chi-Square Value: 36.155, Degrees of Freedom: 30, Asymptotic Significance: 0.203. **Result:** No statistically significant association was found between teaching experience and perceived work-life balance (p = 0.203).
- **Education Qualification:** Pearson Chi-Square Value: 67.836, Degrees of Freedom: 60, Asymptotic Significance: 0.228. **Result:** No statistically significant association was found between education qualification and perceived work-life balance (p = 0.228).
- **Monthly Salary:** Pearson Chi-Square Value: 32.395, Degrees of Freedom: 45, Asymptotic Significance: 0.920. **Result:** No statistically significant association was found between monthly salary and perceived work-life balance (p = 0.920).
- **Number of Dependents:** Pearson Chi-Square Value: 20.184, Degrees of Freedom: 30, Asymptotic Significance: 0.912. **Result:** No statistically significant association was found between the number of dependents and perceived work-life balance (p = 0.912).

H7 is rejected for gender, age, marital status, teaching experience, education qualification, monthly salary and number of dependents.

4.8 Relationship between demographic details and Performance Management

The association between demographic details and performance management is measured by using Chi-Square test. The Chi-Square result and significance are listed in the below table 8. H8: There is a significant relationship between demographic details and performance management.

Table 8: Chi-Square analysis for Demographic details and Performance Management

Sl. No.	Description	Pearson Chi-Square Value	Df	Asymptotic Significance (2-sided)
1.	Gender	21.162	17	0.219
2.	Age	51.405	51	0.458
3.	Marital Status	21.257	17	0.215
4.	Teaching Experience	33.136	34	0.510
5.	Education Qualification	56.779	68	0.832
6.	Monthly Salary	58.139	51	0.229
7.	Number of Dependents	35.651	34	0.391

Table 8 presents the results of a Chi-Square analysis investigating the relationship between demographic details and perceived performance management. The analysis includes the Pearson Chi-Square Value, degrees of freedom (Df), and the asymptotic significance (2-sided) for each demographic variable.

- **Gender:** Pearson Chi-Square Value: 21.162, Degrees of Freedom: 17, Asymptotic Significance: 0.219. **Result:** No statistically significant association was found between gender and perceived performance management (p = 0.219).
- **Age:** Pearson Chi-Square Value: 51.405, Degrees of Freedom: 51, Asymptotic Significance: 0.458. **Result:** No statistically significant association was found between age and perceived performance management (p = 0.458).

- **Marital Status:** Pearson Chi-Square Value: 21.257, Degrees of Freedom: 17, Asymptotic Significance: 0.215. **Result:** No statistically significant association was found between marital status and perceived performance management (p = 0.215).
- **Teaching Experience:** Pearson Chi-Square Value: 33.136, Degrees of Freedom: 34, Asymptotic Significance: 0.510. **Result:** No statistically significant association was found between teaching experience and perceived performance management (p = 0.510).
- **Education Qualification:** Pearson Chi-Square Value: 56.779, Degrees of Freedom: 68, Asymptotic Significance: 0.832. **Result:** No statistically significant association was found between education qualification and perceived performance management (p = 0.832).
- **Monthly Salary:** Pearson Chi-Square Value: 58.139, Degrees of Freedom: 51, Asymptotic Significance: 0.229. **Result:** No statistically significant association was found between monthly salary and perceived performance management (p = 0.229).
- **Number of Dependents:** Pearson Chi-Square Value: 35.651, Degrees of Freedom: 34, Asymptotic Significance: 0.391. **Result:** No statistically significant association was found between the number of dependents and perceived performance management (p = 0.391).

H9 is rejected for gender, age, marital status, teaching experience, education qualification, monthly salary and number of dependents.

5. SUMMARY OF THE FINDINGS

- The significance level is >0.05 for gender, age, marital status, teaching experience, education qualification, monthly salary and number of dependents. H1 is rejected.
- The significance level is <0.05 for gender. H2 is accepted for gender. The significance level is >0.05 for age, marital status, teaching experience, education qualification, monthly salary and number of dependents. H2 is rejected for age, marital status, teaching experience, education qualification, monthly salary and number of dependents.
- The significance level is <0.05 for age. H3 is accepted for age. The significance level is >0.05 for gender, marital status, teaching experience, education qualification, monthly salary and number of dependents. H3 is rejected for gender, marital status, teaching experience, education qualification, monthly salary and number of dependents.
- The significance level is >0.05 for gender, age, marital status, teaching experience, education qualification, monthly salary and number of dependents. H4 is rejected.
- The significance level is <0.05 for gender. H5 is accepted for gender. The significance level is >0.05 for age, marital status, teaching experience, education qualification, monthly salary and number of dependents. H5 is rejected for age, marital status, teaching experience, education qualification, monthly salary and number of dependents.
- The significance level is <0.05 for marital status. H6 is accepted for marital status. The significance level is >0.05 for gender, age, teaching experience, education qualification, monthly salary and number of dependents. H6 is rejected for gender, age, teaching experience, education qualification, monthly salary and number of dependents.

- The significance level is >0.05 for gender, age, marital status, teaching experience, education qualification, monthly salary and number of dependents. H7 is rejected.
- The significance level is >0.05 for gender, age, marital status, teaching experience, education qualification, monthly salary and number of dependents. H8 is rejected.

6. CONCLUSION

The greater employee involvement in the firm leads to more positive attitude towards the firm. This research explored the employee relationship practices that influencing employee retention and employee turnover in Private schools at Thanjavur District. This research evident that employee relationship practices can bring more benefits for the schools. This will strengthen the relationship between employer and employee. This research reveals that job enrichment, employee empowerment, employee engagement, career opportunities, training and development, motivation, work life balance and performance management suggestions enhance employee relationship management.

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