



A STUDY ON THE IMPACT OF INTRA- ORGANIZATIONAL RELATIONSHIP FOR DESIGNING A COMPETITIVE WORKFORCE & ACCELERATED ORGANIZATIONAL EFFECTIVENESS WITH SPECIAL REFERENCE TO QUESS CORP Ltd.

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ABSTRACT

PURPOSE – The purpose of this paper is to unfold the correlation of company policies on employee performance and the impact of employee engagement programs and leadership on organizational relations and effectiveness, respectively. This study provides a holistic understating of the psychological contract and the impact of these factors on the intra-organizational relationship and the competitive workforce in Quess Corp Ltd.

DESIGN/METHODOLOGY/APPROACH – A qualitative research, aligned with statistical analysis, was conducted to focus on the insights from the 110 respondents of Quess Corp Ltd., for the questionnaire, to understand their thoughts and experiences regarding the subject. The study utilizes multiple regression and

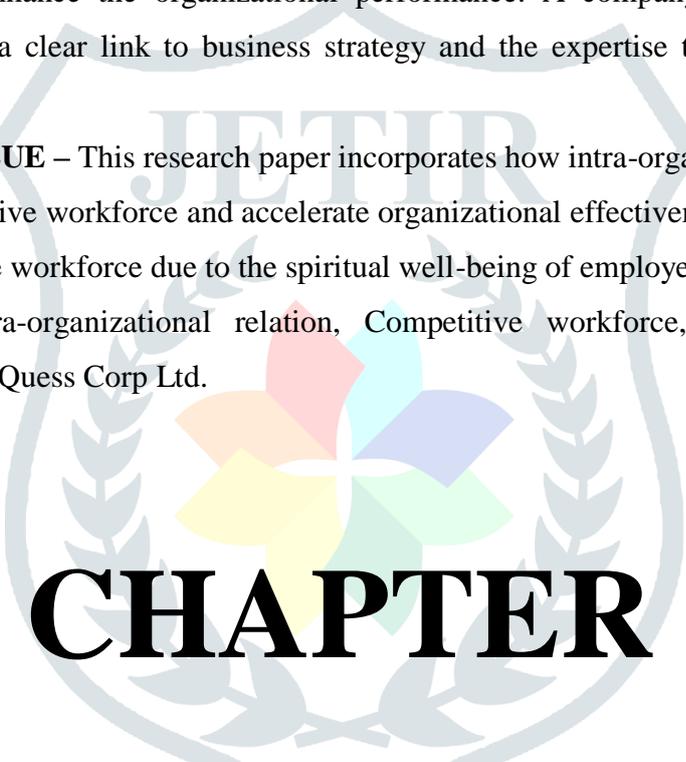
correlation for testing the research hypotheses. It uses various articles to understand psychology in the workplace.

FINDINGS – The results of the correlation reveal that employees contribute more to the organization when their views are in line with organizational policies, and the regression analysis reveals that employee engagement and leadership style has varied predicting the effects on organizational relations and effectiveness. In terms of psychological contact, workforce competitiveness affects the individuals' functioning, and the work environment influences their perception.

PARTIAL IMPLEMENTATION – This study offers concrete insights into intra-organizational relations developing a prioritized competitive level at the organization for building a highly engaged workforce who are productive and enhance the organizational performance. A company's organizational design team frequently lacks both a clear link to business strategy and the expertise to drive OEO (Office of Equal Opportunity).

ORIGINALITY/VALUE – This research paper incorporates how intra-organizational relationships have an impact on the competitive workforce and accelerate organizational effectiveness. The present study embarks to fill the paucity in the workforce due to the spiritual well-being of employees.

KEYWORDS – Intra-organizational relation, Competitive workforce, Organizational effectiveness, psychological contact, Quess Corp Ltd.



CHAPTER I: INTRODUCTION

1.0 BACKGROUND OF THE STUDY

Rapidly changing business environment, new work culture, and ethos, and changes in the composition of the workforce have necessitated the up-gradation of organizational theories and behavior. Organizations have become part and parcel of human life and civilization and have a definite relationship with effective and efficient dealing with several aspects of human life. Modern organizations are exemplified by a superior intensity of rationality, dynamism, complexities, and specialization. All organization's operations are influenced by their internal and external environments, and a management information system could aid in improving the organization's public image.

Organizational Behavior is primarily concerned with why people in companies behave in a certain way, what factors and variables influence their behavior, and how they may be motivated to achieve a desirable working behavior. To have an in-depth knowledge of human resources and the factors affecting them, various ideas, principles, and generalizations have been developed in the field of economics, political science, anthropology, sociology, and psychology. Individual members must integrate and dilute their ambitions with the corporate goals, as well as improve their behavior to fit the organization's tone.

The manager lets employees do things. Make decisions, allocate resources, and direct other activities to reach your goals. A manager works in an organization that is a consciously coordinated social entity consisting of two or more people who work relatively continuously to achieve a common goal or set of goals. Globalization, diversity, and ethics serve as very important environmental or contextual dimensions for organizational behavior. Managers need to acquire interpersonal or human skills to be effective at work. Organizational Behavior (OB) investigates the impact of individuals, groups, and structures on behavior within an organization, and applies this knowledge to make an organization function more effectively. Quality of work and employees by empowering employees, designing, and implementing change programs, improving customer service, and showing how can help employees resolve conflicts in the workplace. It can assist employees to enhance the quality and productivity of their job by demonstrating how to empower them, plan and implement change programs, increase customer service, and help them reconcile work-life issues.

Employees desire to do the best work among their colleagues, be recognized for their achievements, and get the promotion that everyone wants. And a massive portion of the workforce has become considerably more competitive during the last decade. "Competition drives success, but there's a small line between a terrific workplace and an uncomfortable one". According to studies, this type of competition can drive employees to work more and generate better outcomes. Competition does boost physiological and psychological activation, preparing the body and mind for more effort and allowing for better performance.

A large work organization often is talked about as a closed system, completely self-contained machines that function apart from and are unaffected by what goes around them. An open system is an organization whose activities are inescapably influenced by its environment. Behavior in an organization revolves around managing behavior to take advantage of the performance benefits of groups over an individual. Effectiveness and efficiency are the two reasons in which organizations provide opportunities for accomplishment that are beyond the reach of the individual. There should be a functional approach to managing behavior in organizations assuming that the members share identical perceptive, beliefs, and goals.

Organizational effectiveness is a concept that examines how well and efficiently a company achieves its most basic business objectives. An effective organization is a well-designed, well-oiled machine. Its moving parts work together to deliver the results the organization wants with little waste of money and effort. It is a truth that after the organizational version is at its best, overall performance improves automatically. Defining the future, placing direction, turning into organized, placing priorities, correctly imposing them, readability in

directions, powerful communication, intention alignment, growing talent, constructing duty, assigning, and reaching effects are all examples of management functions.

Organizations use drama, conversations, storytelling, classroom lectures, unconscious bias training, experiential training, mentoring, and coaching to help employees to be inclusive. While organizations gain from diversity, effective diversity management also includes efforts to eliminate discrimination. Discrimination is perhaps the ability to distinguish between objects, which isn't always a negative attribute. Individual variances influence incentive choices, communication styles, leader reactions, negotiation strategies, and many other facets of organizational behavior. A company's venture and imaginative and prescient should be clean and sufficient to address the ever-converting commercial enterprise and paintings collectively to gain its purposes. The human sources are beneficial, and it must be a commercial enterprise entity's pinnacle duty to retain, motivate, and increase them to gain organizational effectiveness

With the recent outbreak of COVID19, many organizations have realized the effect of employee happiness on their performance and, therefore, the bottom line. Employees appear annoyed and anxious, and companies must find ways to meet the growing need for empathy among their employees. Employee happiness is more important than ever, as organizations are finally realizing the power it must change employees' lives, reducing absenteeism and healthcare costs, and at the same time fostering positive and healthy company culture. The COVID19 pandemic has certainly focused more on mental health than ever before, leading to more understanding and empathy in the future.

1.1 INTERNAL MANAGEMENT ASSOCIATION

The competitive climate has transformed employment relationships in firms substantially in recent decades. To promote employment flexibility, lifetime employment systems have been replaced by a variety of employment relationship forms from which businesses can choose. Understanding varied employment connections are practical in today's business world, garnering the attention of human resources researchers throughout the previous decades. Internal relationships involving departments, divisions, and personnel of a company. In recent decades, the competitive environment has significantly altered employment arrangements in businesses. To enhance employment mobility, lifelong employment regimes have been substituted by several employment relationship forms from which enterprises can pick. Understanding various job relationships is useful in today's business world, attracting the attention of human resources researchers during the previous decades.

1.1.1 ORGANIZATIONAL RELATIONSHIP

One of the most important parts of a cohesive workplace is relationships. Relationships hold a company together and allow its employees to work in a healthy and comfortable setting. Personal cohesiveness and support are aided by ties inside an organization. A variety of diverse aspects make up a healthy partnership. Furthermore, to prosper, any company must have a positive relationship with its personnel. The relationship between employers and employees must be developed if organizations want to have a broad emphasis on greater production and fully realize their specified goals and

objectives. The changing nature of global markets should not create a divide between management and staff, but rather embrace them to establish a strong bond.

A one-to-one link between enterprises that allows users in each organization to view calendar availability information. When an organization relationship is established, the relationship and the level of information that users in the external organization can view are specified. An organization relationship is a one-to-one relationship between enterprises that allows users in each organization to view calendar availability information. When an organization relationship is established, the relationship and the level of information that users in the external organization can view are specified.

1.1.2 INTRA-ORGANIZATIONAL RELATIONS

The success of any organization revolves around its employees. Employees who work alongside and develop a positive relationship with their managers get work done faster. Managing employee relations is critical to a company's success and compelling benefits. Employee Relation(ER) is a significant determinant of an organization's overall performance. Because strong employee relationship management leads to increased employee satisfaction (and performance). Because employees are the lifeblood of any company, you must guarantee that the employer-employee and employee relationships are well-cared for. The degree of effective and extensive comprehensive interaction at the start of a relationship, when most formation obligations of are commitments are established, can have a significant impact on the size of the disagreements that arise between employee parties Employers, and employer Employers.

Reneging and incongruence are the two primary reasons for perceived psychological contract breakdown. Reneging occurs when an organization's agent realizes that a duty exists but willfully fails to fulfill it. A good example is when a recruiter promises a prospective hire that he or she will be promoted within three years and then fails to follow through on that promise (Robinson, 1997). Employees and employers have various perspectives on the situation. ERM is a dynamic process of managing the knowledge worker's relationship with the organization in such a way that the knowledge worker chooses to continue a mutually beneficial exchange of intellectual assets for remuneration that adds value to the firm. Understand the responsibilities and performance expectations of each party. Employees and employers have different perspectives, which leads to misunderstandings, disagreements, and contract breaches.

1.1.3 INTRA-ORGANIZATIONAL NETWORKING

Intra organizational networks are the sum of a company's formal and informal connections. The existence or absence of formal and informal characteristics in the ties between two members of the organization can be used to define four fundamental types of intraorganizational linkages. The intraorganizational network is made up of all of them. At three levels, Intra-organizational networks are critical. At work, people's networks have an impact on opportunities, perceptions, and behavior at

all stages of their careers: from being hired to be promoted and fired, and from learning the ropes to getting the job done. Workgroups at all phases of the production process benefit from the informal network's structure (input, throughput, and output).

The condition of intra-organizational networks, particularly those involving superiors, is a critical aspect of a corporate organization's ability to activate emergent strategies. (Toshihiko Kato, 2011)

1.1.4 INTRA-ORGANIZATIONAL RELATIONSHIP AND KNOWLEDGE MANAGEMENT

Organizations have focused their emphasis on knowledge management (KM), which they see as a strategic tool for innovation and maintaining competitive advantage. Individuals process information such as expertise, facts, and ideas that are significant to individual, team, and organizational success. Knowledge acquisition, information distribution, information interpretation, and organizational memory are the four stages of organizational learning. The process of acquiring knowledge is known as knowledge acquisition. Knowledge distribution, on the other hand, is a process in which information from many sources is exchanged and so leads to new understanding. The technique of giving distributed information one or more common interpretations is known as information interpretation.

Organizational reminiscence is a method of storing information for future use. Information that has been given meaning is known as knowledge. Intra-organizational learning is not the only type of organizational learning. Interorganizational learning occurs through the formation of inter-organizational networks. At the organizational level, it has been determined that socialism is more effective for learning or acquiring knowledge than individualism. Inter-organizational linkages provide a rich source of knowledge and help to diffuse the intricate knowledge pool of organizations. Organizations should strengthen their relational and structural views of relational governance, as well as manage relational risks, to increase collaborative behaviors and, as a result, attain the competitive advantage of knowledge sharing for the entire workforce.

1.1.5 INTRA-ORGANIZATIONAL COORDINATION, COMMUNICATION, AND CONFLICT

Several Intra-organizational Relationships (IR) are formalized arrangements for coordination, and an even greater quantity of coordination happens in the form of short-term, haphazard efforts between organizations. Coordination is defined as the systematic synchronization of the efforts of employees in an organization to deliver the appropriate amount, timing, and quality of execution so that their combined efforts achieve the organization's stated goals. Organizational members are responsible for a variety of duties. A line manager can avoid potential conflict among employees, duplication of work, waste, and conserve scarce resources by coordinating their efforts. To achieve the intended organizational objectives, synchronization and harmonization of diverse personnel and departmental operations are critical. All choices and human actions must be focused on the attainment of the objectives for the organization and departmental activities to run smoothly and harmoniously.

Effective internal communication is one of the most crucial conditions for a successful business. It has a big impact on employee engagement, collaboration, workplace trust, and employee experience, thus it's a must-have for any workplace strategy. An organization's successful communication process has a favorable impact on the intensity of social change. Intra-organizational communications enable an organization's relationship architecture to be built. The introduction of a new communication channel allows for a large overabundance of information available, improved production process efficiency, and improved employee relationships. The growth of electronic communication channels has had a substantial positive impact on the functioning of service companies.

Intra-organizational conflict is not only prevalent, but it may also be beneficial if handled correctly. Conflicts can be constructive or unproductive, depending on how the business and its leadership choose to manage conflict and reap the benefits it brings. Intra-organizational conflict isn't considered as invariable having dysfunctional consequences for the performance of a company. Although conflict may in some instances be so intense on destroying the organization. Intra-Organizational Conflict could be a style of conflict that happens within a corporation. There are three forms of intra-organizational relationship: -

- **Vertical Dispute:** Any conflict between levels in an organization is cited as vertical conflict; one example is superior-subordinate conflict. Superiors strive to manage subordinates and subordinates, which ends up in vertical conflicts.
- **Horizontal Conflict:** In an organization, horizontal conflict refers to disagreements between individuals or departments at the identical organizational level.
- **Conflict between Line and Staff:** Most organizations have staff departments to assist the lined departments. The line-staff interaction is liable to squabbles. Line managers and staff managers usually have different personalities. (Stephen P. Robbins, 2018)

1.2 COMPETITIVE WORKFORCE

In the workplace, the competition encourages quality and innovation. Competitive coworkers are under constant pressure to succeed in new and potentially healthier ways, in addition to being more productive. Some people believe that competition in the workplace is the mother of innovation. Those that stand out in a competitive atmosphere are more likely to be rewarded. Many businesses encourage competition by putting a premium on who can provide the most innovative and efficient product or service.

Expert humans are ranked as the most crucial component in production competitiveness by global production executives. As manufacturers become more competitive because of automation and other new technologies, employees will need a broad range of skills and education to participate and succeed. Network colleges, vocational schools, software program boot camps, technical certification programs,

technical high faculty education, on-the-job education, and internships are all options for entry-level personnel looking to gain technical and tender abilities through non-traditional educational channels. If manufacturers want to increase the future workforce needed for "smart factories," they must include lifelong learning in their business strategy.

1.2.1 IMPORTANCE OF A COMPETITIVE WORKFORCE

Workplace competition among work teams can motivate employees to improve their performance and productivity. Employees are more likely to get more done if the final aim is to exceed a coworker than if there is no rivalry. Earning a reputation for achievement might feel self-validating.

Competitive workplaces promote creativity and productivity, leading to higher quality work. When solving a problem, the winner will evaluate multiple solutions. He experimented with solutions and pushed the limits. This often leads to better systems and processes, as well as a more effective work ethic, in which employees don't waste time on things that don't help them achieve their goal: winning. To take full use of this competitive workplace perk, business leaders must allow employees adequate freedom to use intuition and problem solve. Employees might be motivated to improve their performance and productivity by engaging in workplace competition through work teams. Employees are more likely to get more done if the final aim is to surpass another coworker than if there is no rivalry.

Earning recognized achievement might seem self-confirming. Workplace competition fosters quality and creativity. Competitive coworkers are constantly pressured to perform in new and potentially healthier ways, in addition to being more productive. Some may believe that workplace competition generates innovation. Those that stand out from the crowd tend to be rewarded in organized competitive contexts. Many businesses drive competition by determining who can provide the most innovative and efficient product or service.

1.2.2 DIVERSE WORKFORCE

Globalization necessitates more engagement than ever before with people from many cultures, beliefs, and backgrounds. As a result, the employment demographics are fast shifting. Race, gender, ethnic group, age, personality, education, background, cognitive style, and all other factors contribute to diversity. (Stephen P. Robbins, 2018) Value diversity in the workplace means creating a work climate that respects and includes differences by maximizing the potential of all employees or ensuring that every employee feels included. As firms become more multicultural and diverse, there is a greater need to grasp the features of diversity and cultural differences that affect business communication. Managing diversity entails fostering inclusivity and creating an environment in which all differences are recognized, and each employee may reach his or her full potential. Companies must be fair and embrace diversity, regardless of appearance. Workplaces need to be diverse to prosper, and employees must cooperate with others no matter what. It should not be about appearances or beliefs. Employees are not available. The management of this resource is equally critical. Human resource management

is concerned with managing the organization's "human side" in such a way that organizational goals are met while also promoting employee development and happiness.

1.2.3 HR POLICIES AND PROCEDURES

Human Resources (HR) policies and procedures are formal requirements that govern how organizations handle their employees. Members of an organization cannot undertake duties and activities on their own. Organizations need to hold meetings, discuss ideas and proposals, exchange viewpoints, and coordinate with one another to fulfill various activities and functions. on their own. Employee-friendly HR policies and procedures are typically used to achieve this. A strong emphasis is placed on attracting high-quality employees, developing employees through targeted training programs, and encouraging them with appealing compensation packages, rewards, and difficult responsibilities, among other things.

Human resource policies and procedures are regarded as a formal duty that focuses on how firms handle their personnel. Members are assigned varied roles throughout the organizational structure based on their education, talents, and aptitude. When employees comply with regulations and policies, they can't perform their jobs properly, but they also have problems in the workplace. Policies and strategies need to address all issues, including technology, clerical, management, and management. If employees are employed within the organization, they need to undergo training and improvement programs.

1.2.4 REWARDS AND RECOGNITION

Employees will know that their hard work and efforts will not go unnoticed if a culture of recognition is implemented in a systematic and meaningful manner. Employees develop a sense of loyalty to the organization when they are recognized for their contributions and hard work. Rewards and recognition refer to the proper acknowledgment, appreciation, and prompt incentivization of an employee's efforts. Workplaces are undergoing a significant transition. HR functions are also altering dramatically in response to the changing environment. The major goal is to create a more employee-centric workplace where each employee's requirements are considered. Employee acknowledgment isn't just a task for managers to complete. On the other hand, providing timely rewards and recognition should become a natural part of the company culture. Employees benefit from healthy competition, which is encouraged by rewards and recognition.

1.2.5 INDIVIDUAL AND GROUP BEHAVIOR

The organization is made up of individuals. Individuals differ from each other due to various psychological factors such as motivation, aspirations, perceptions, and abilities. Individual behavior is influenced by a variety of factors. Some factors are unique to themselves. Employees' instincts, personality, feelings, etc. Some are outside of him and include the external environment in which he

participates. Weather conditions, informative events, and other people's behavior directly affect an individual's behavior.

Humans are sociable beings who create groups wherever they go. This is true not only of corporations but also of family and social networks where people congregate in groups and are regulated by the group's norms and standards. For managers, a group's norms can assist explain members' conduct. Managers might expect far stronger individual performance when standards favor high output than when they attempt to limit output. Individuals are more likely to engage in deviant job activities if organizational norms favor antisocial behavior. Depending on the group's performance-related norms, cohesiveness can influence or not influence a group's degree of productivity. The effect of group size on performance is dependent on the task. Employee Resource Groups (ERGs), often known as affinity groups, have become ingrained in practically every large company's culture. ERG is a non-profit networking organization that allows employees to interact and share ideas outside of work. Employees are supposed to be disciplined, instructed, and respond to the needs of the corporation rather than their whims and imagination. Inequities in the status quo cause frustration and can hurt productivity and motivation to stay with a company. A group is a social setting that provides the opportunity, information, and hard work. Individual members' attitudes and behaviors are influenced by the group. The effectiveness of a group leads to organizational effectiveness, which is necessary for the organization's growth and profitability.

1.3 ORGANIZATIONAL EFFECTIVENESS

Individual members' roles vary within organizations, but for the organization to be functional, members must focus their efforts on identifying and achieving agreed objectives. The success of an organization's members in this attempt can be used to assess its efficacy. Organizations are more than just a group of people working toward a common goal. Individuals' organizations have a physical dimension and offer them physical space and resources to do their jobs. They also provide greater or less effective communication channels and may be effective in giving people the information and knowledge they require as and when they are needed.

Effectiveness and efficiency are the two reasons in which organizations provide opportunities for accomplishment that are beyond the reach of the individual. There should be a functional approach to managing behavior in organizations assuming that the members share identical perceptive, beliefs, and goals. Effectiveness is the ability of an organization to accomplish an important goal, purpose, or mission. Efficiency has to do with the amount of effort required to deliver a promised good or service. Organizations have opportunities to increase efficiency and effectiveness through specialization. Specialization increases efficiency because specialties are extremely familiar with their tasks and effective production through technologies

Many enterprises are in a constant state of upheaval, owing to a seemingly infinite sequence of organizational redesigns. They must face the harsh reality that, as the pace of business quickens, it's time to start another redesign by the time one is finished. To get off the "reorganization treadmill" and reverse the performance trajectory, companies should shift away from episodic "cure-all" changes and instead focus on developing long-term organizational effectiveness capabilities by establishing an Organization Effectiveness Office (OEO). Executives that engage in and equip an OEO to assist the business in knowing the importance of a successful operating systematic strategy will be able to get off the innovation treadmill faster while realizing the promised value of current and future operating model transformation efforts.

A steady stream of failed, smaller-scale reorganizations across the business typically leads to largescale transformations. Usually, when a company tries to anticipate a problem by forming a team to solve an organizational design, it simply strengthens the status quo because it lacks both a clear connection to corporate strategy and the ability to succeed. is. OEO acts as a nerve center, regularly checking for problems and inconsistencies and coordinating the organization's efforts to resolve them quickly. Tracking, diagnostics, resolution, and development are the four basic operations that OEO normally manages.

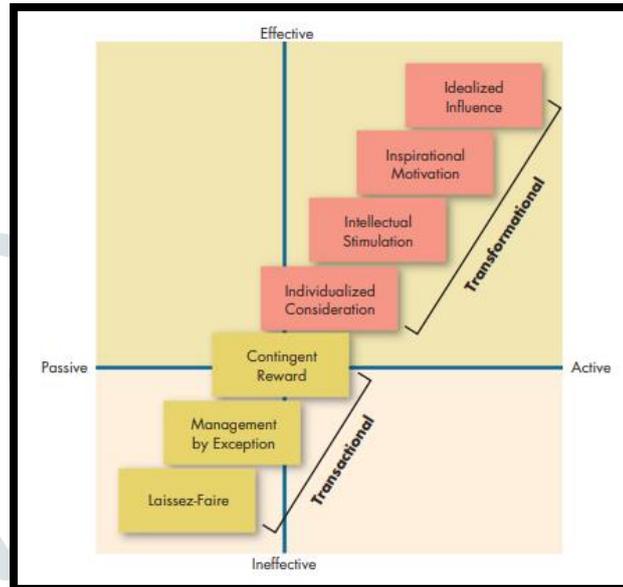
1.3.1 LEADERSHIP

Leaders have a unique quality that distinguishes them. There isn't just one form of effective leadership. Leadership is the ability to influence a group towards the achievement of a vision or set of goals. But not all leaders are managers nor are all managers leaders. Organizations need strong leadership and strong management for optimal effectiveness. Leaders are accountable for challenging the status quo, creating visions of the future, and inspiring organizational members to achieve the visions. Leaders who display certain traits and who display considerations and structuring behavior od appear to be more effective. Leadership plays a critical part in understanding group behavior because it's the leader who usually directs employees towards goals. Knowing what makes a good leader should thus be valuable towards improving group performance.

Theories of leadership describe transactional leaders, who guide their followers toward established goals by clarifying role and task requirements. And research has focused on transformational leaders, who inspire followers to transcend their self-interests for the good of the organization. Transformational leadership builds transactional leadership and produces levels of follower effort and performance beyond what transactional leadership alone can do. Transformational leadership is important for group performance and satisfaction with the leader, whereas transactional leadership is important for leader effectiveness and followers' job satisfaction. A full range of leadership models depicts seven management styles on a continuum: laissez-faire, management by exception, contingent rewards, individual consideration, intellectual stimulation, inspirational motivation, and idealized influence.

The transformational leadership of Netflix CEO Reed Hastings has helped the company grow from a small DVD rental service to an Internet streaming service with 95 million customers in more than 190

countries. Hastings encouraged employees to take risks, empowers them to make decisions, and give them the freedom and responsibility to create innovative ideas and products. The optimal development of a leader's abilities must always come before the orderly arrangement of functions and the proper assessment of his role in that arrangement. A leader's task is to ensure that everyone in the group understands their roles and responsibilities so that they can each pursue their own significant goal or interest.



Source: Book-Organizational Behavior(Pearson 18th edition)

1.3.2 EMPLOYEE WELL-BEING

In today's highly complex environment, HR counseling has become a critical responsibility of HR managers, as it plays a critical role in various aspects of human resource management, including career planning and development, performance management, stress management, and other areas that may affect employees emotionally. Counseling has a wide range of applications, both within and outside of organizations. Employees encounter a wide range of issues at work and at home. Economic, social, physical, psychological, and religious variables all play a role in these issues. Their performance and productivity may be harmed because of these issues. Employee-employee conflict, employee-manager conflict, and manager-manager conflict are all possibilities. Counseling, according to Keith Davis, is a "discussion of an emotional problem with an employee with the broad objective of decreasing it."

HR directors are emphasizing employee well-being and mental health as remote working blurs the lines between work and life. The importance of focusing on employee well-being in the workplace cannot be overstated. Employee well-being encompasses considerably more than physical health, as organizations must recognize. It also involves intangible factors such as the personnel's emotions and cognition. Above all, achieving employee wellness necessitates a thorough understanding of employees, which can only be achieved in employee-centric companies. Even if being an employee-centric company and putting people first is not easy, these extraordinary times have shown that it is no longer an option, but a need.

LinkedIn has announced a one-week vacation for its whole workforce to offer them a mental break from work. Employees are encouraged to spend time re-energizing their bodies and brains. Employers are beginning to prioritize benefits such as exercise programs and standing jobs over specific health conditions. Disease prevention is much cheaper than illness treatment and benefits employees. The employee pension system will be further diversified in the future. Employee layoffs, absenteeism, and medical costs are too high to overlook. As a result, businesses are increasingly aware of the value of employee well-being and begin to pay attention to emotional, physical, and financial well-being.

1.3.3 EMPLOYEE ENGAGEMENT

In this day of job insecurity, frequent layoffs, and downsizing, ignoring long-term relationships with employees can be a crucial component in gaining a competitive edge that lasts. Employee engagement has become a hot topic in recent years. Nonetheless, there is little critical academic research on this subject, and little is known about how management can improve employee involvement. Not only are we excited to participate, but there are also many uncertainties. Participation is operated and quantified in many ways, so there is currently no consensus on what defines involvement.

The root of employee engagement is morale. Morale refers to the enthusiasm with which an employee works for the organization. Engaged are the employees who work with passion and feel a profound connection to their company. Employee engagement refers to the mental and emotional attachment that employees have with their work, their team, and their company. An engaged employee is motivated by more than just a paycheck and they may perceive their happiness to be tied to their performance, which makes the business successful.

Employers can increase employee engagement by clearly explaining requirements, rewarding, and encouraging excellence, informing employees about corporate achievement, and boosting employee involvement. The company provides constructive critique regularly. Other strategies include making employees feel valued and respected, as well as listening to and comprehending their ideas. Employees that are capable of being engaged believe that their paintings have meaning, that their managers acknowledge and assist them, and that they have been entrusted with the company's success. Employee engagement extends beyond activities, sports, and events to include dedication and passion. Performance is pushed through worker engagement. The benefits are incalculable. Employees who can be engaged take a holistic view of the company and recognize their role, in which they match, and the way they contribute. As a result, you will be capable of making smarter decisions. Companies that have a particularly engaged body of workers outperform their competitors.

1.3.4 EMPLOYEE PERFORMANCE AND SATISFACTION

Employee development is an essential part of human resource management. Employee empowerment helps build employee independent skill sets as well as organizational capabilities. Accordingly, employee development includes both personal and organizational growth because as an organization's employees grow, the organization thrives, and employee performance improves. A company must evaluate the efficiency of its workforce. Managers measure the success of human resource management (HRM) policies when they evaluate worker performance. A company must evaluate the efficiency of its workforce. Managers measure the success of human resource management (HRM) policies when they evaluate worker performance. Organizations must find strategies to retain and extract the best performance from their employees to continue to be successful in today's economy. Not only does this help recruit, retain, and develop the best people, but it also helps the organization create its future leadership by allowing employees to grow within their area of responsibility. All these factors play a role in long-term success. Working to develop employee productivity is an ongoing process that includes assessment, evaluation, and planning, but it is also a critical step in reaching company objectives. Performance-based incentives must be implemented, and employees must comprehend the link between the two. No matter how strong the relationship is, if employees perceive it to be weak, they will perform poorly, have lower job satisfaction, and earn more money.

Employee satisfaction is critical to any company's success. A high degree of employee satisfaction is linked to a reduced turnover rate. As a result, any employer's primary goal should be keeping employees satisfied in their positions. While this is a well-known fact in the management sector, employers appear to ignore economic downturns. Human satisfaction refers to the satisfaction or satisfaction of employees with their jobs. Employee satisfaction is essential to the success of any business or organization.

Employees who are satisfied and satisfied with their boss and working environment are more likely to do their best to help the company succeed. When employees are unhappy and dissatisfied has a direct impact on business results. Employees create a good attitude towards the organization and its goals when their needs are considered.

Employees lose motivation and tend to be less productive when they are unhappy and unsatisfied with their jobs. Employee satisfaction is essential to maintain, but it's not necessarily a measure of performance, engagement (especially showing an employee's love for work) is directly related to production. In an ideal world, employee satisfaction is the result of both tangible and intangible qualities such as commitment, awareness, and good leadership. A self-satisfied workforce consisting of substantially satisfactory employees or seeking While you may find a very enthusiastic workforce that works well, new opportunities in the enterprise can more actively or can meet material needs.

CHAPTER II: REVIEW OF LITERATURE

The literature review is a critical discussion and synopsis of statistical literature that is of 'general' and 'specialized' significance to the area and subject of the research problem under consideration. It establishes how the prior investigations in the field are related to the proposed research. The originality and pertinence of the research problem are highlighted with the assistance of a review the of literature. Moreover, it is proof that the researcher has deep comprehension of the published statistical research and can communicate this understanding well.

2.1 Intra-organizational Relationship

- According to a study conducted by **Clagett G. Smith(1966)** to inspect the consequences and factors for intra-organizational conflict, across six different organizations. The research had a test three hypotheses on the intra-organizational conflict that causes the structural and interpersonal affairs to have a certain impact on each other. The finding specifies that an organizational performance does not have an unavoidable pessimistic impact due to conflicts. The conflicts occur due to certain leadership techniques to control the conflicts. (Smith, 1966)
- **Michael Aiken et al.(1968)**, in paper analyzes the relationship between organizational interdependence, internal organizational behavior, and joint programs for health and welfare organizations. The paper is based on certain assumptions about organizational behavior. The study involves sixteen social welfare and health organizations located in a midwestern metropolis in 1967 whose data produce five hypotheses for organizational interdependence. It was found that there are many active internal communications channels, innovations, and complex due to joint programs and decentralized decision-making structures. the degree of formalization the number of joint programs have no relationship. Organizations become more complex and innovative as a division of labor increases, according to the theory; the requirement for resources to support such innovations fosters interdependent relationships across organizations, as well as more integration of organizations into community structures.

- **Agnieszka Bieńkowska et al.(2018)**, in the research paper aim to inspect the organizational outcome due to the impact of defined dimensions of intra-organizational trust. Currently, one of the most significant factors in strengthening a company's competitive advantage, operational efficiency, and ability to develop is trust. It's logical to expect that increasing an organization's trustworthiness will improve several aspects of its operations, particularly effectiveness. The research was conducted using a set of questionnaires in Poland that was anticipated to apply to any corporation. The data were analyzed to test the hypotheses that described the correlation between individual components of intra-organizational trust and organizational outcome. The study finds a significant, strong positive relationship between the level of trust demonstrated by superiors in subordinates, subordinates' confidence in superiors, and coworker trust with all organizational outcomes. (Agnieszka BIEŃKOWSKA, 2018)

2.2 Employee Counseling

- **Diana Chapman Walsh(1982)**, in his article. Employee aid or counseling initiatives have expanded fast in American business. Presently, some companies sponsor organized employee counseling. The workplace is considered a perfect place to focus on self-confrontation. The research is based on assumptions related to Alcoholics Anonymous(AA). Employee Assistance Program(EAP) began in the 1940s to assist problem-drinking employees, and it grew in the 1970s to help with a variety of personal issues that interfered with job performance. Occupational Safety and Health Administration (OSHA) and the National Institute of Alcohol Abuse and Alcoholism(NIAAA) expanded the sociocultural model which varies greatly in their strategic and structural factors, by which troubled employees' job performance is justified for conventional referrals. (Walsh, 1892)
- The research article written by **William A. Kahn(1990)**, attempts to address the psychological conditions that affect personal engagement and disengagement at the workplace. The study began with the assumption that people use varying degrees of their selves, physically, cognitively, and emotionally, in work role performances, which has implications for both their work and experiences. The study was conducted with the members of an architecture firm and summer camp counselors to explore the conditions of their workplace to explore and employ themselves during work role performance. The author describes three psychological conditions i.e., meaningfulness, safety, and availability. These conditions encourage people's psychological presence that represents miniatures of significant intricacy. The study uncovers a series of innumerable leaps of engagement and falls of disengagement. (Kahn, 1990)

- As per a study conducted by **Tony Buon (1995)**, employee counseling carries little relativity with psychotherapy or a form of professional counseling. A disciplinary or work performance is conducted by managers to control poor performance in an unfavorable situation. When the standards are met by employees, there is a requirement of consistent rewards and feedback and outstripped or sanctions when they are not met. Employees' performance is affected due to Poorly defined goals, lack of training, and lack of effective recognition. Management must intervene when an employee's problems are harming their performance. Counseling is done through a professional counselor or Employee Assistance Program(EAP). Managers must be trained with interview techniques and not pseudo-psychological skills. Managers could exhibit interest without losing focus on performance decline with help of the EAP model that provides a framework for performance intervention. (Buon, 1995)
- **David W Hart et al.(2007)**, in their article attempt to draw recent speculative improvements in social science concerning the psychological contract. The study discusses the view of employee loyalty as an intellectual phenomenon an attitude that clarifies, a fine-grained examination of the idea is provided, and further light is thrown on the ethical consequences of trustworthiness in companies. One aspect of psychological contracts that shape employee behavior is their content. To examine loyalty's cognitive characteristics, the psychological contract viewpoint and interpret loyalty as an individual-level construction of imagined reciprocal responsibilities. The study provides a three-tire framework, a psychologically informed definition of the word, a list of the many forms of obligations that loyalty might imply, and a prediction of asymmetrical loyalty arrangements between employers and workers. The framework is used to express moral difficulties related to both symmetrical and asymmetrical loyalty configurations, as well as to analyze the framework's consequences for theory and practice.

2.3 Competitive Workforce

- **Warren Alfred S Jr.(1990)**, in his article views global competition as an overriding factor that affects all the decisions made by auto companies around the globe. There has been a tremendous change in the American industries in the current era. There is an increase in high-tech, high-skilled jobs, and challenges to fit the demand of jobs and the number of qualified people to fill them. The author discusses the emergence of new jobs by small firms and the growth of public sector employment. There will be the process of enhancing the required skills and training by minorities for future jobs. To meet the challenges, public and private sector Americans will have to cooperate to create a competitive workforce and a comprehensive dimension.
- **Rosemary F. Kolde (1991)**, in a study tries to address the challenges faced by U.S nations to educate and train the workforce to produce the global economy. The gap between the skills demanded and available skills are growing over the past years. It implies that there is a rise in required competencies, mathematics, science, communication, and organizational skills. The author discusses the integrated

curriculum to involve appropriate groups and individuals to meet the needs of the workplace, education, and change. Academic and technical knowledge will be integrated into the potential classrooms. (Kolde, 1991)

- As per an article written by **Reid Bates et al (2002)**, certain various compelling economic factors blend to change the way work is performed. There is a requirement of incorporating new knowledge, and problem-solving ability with variable matter to illustrate the modern workplace. The study addresses the workforce connotations of the American economy. The developments have far-reaching ramifications for the workers' basic employability skills. The research reveals that many workers lack the fundamental skills required to properly fulfill job obligations, learn, and apply knowledge on the job. Human resource development experts must be fully aware of what basic employability skills are required to build a skills gap, and the ability to assist in the creation of workforce development systems that will ensure to development of a universal competitive workforce. (Phelan, 2002)

2.4 Organizational Communication

- **Kirti Rajhans(2009)** The study attempts to explore the interrelationship between communication and motivation and the overall impact on employee performance. A vital aspect that influences an organization's operations and success in the current era is organizational communication. Employees reflect the organizational statement through their morale, performance, and motivation. The data was collected through interviews with the employees of Vanaz Engineers Ltd., based in Pune to support the hypothesis. The analysis revealed that relationship is strengthened because of honest and clear communication, and employees are encouraged for creative suggestions during decision making. There will be a team spirit and efficient teamwork with good communication culture. Employee communications are essential in the effort of management to reorient employees who are bewildered by changes, as well as to enlighten and motivate those who adjust more quickly.
- Millennials born between 1979 and 1996, have been described as the 'LOOK AT ME' generation. **Karen K. Myers et al.(2010)**, examines the elements that influence millennial's productivity and ability to form positive organizational relationships in their research. Millennials explain their values and expectations, as well as their potential impact on coworkers and how workplace contact may affect them. Membership negotiation has been the focus of the interactive discussion during socialization. Work-life balance is valued more by millennial professionals since they are interested in flexible career paths. Working in a group is something that millennials do at ease. They have an impact on the workplace because of their attitude toward CIT (Communication and Information Technology). Globalization, communication and information technologies, the economy, and the socialization of millennials by extremely concerned parents are all likely to have a big impact on them.

- **Arkadiusz Kalemba et al.(2021)**, in their article, attempt to emphasize the importance of an intra-organizational communication culture that acts as a crisis mediator in a company. Internal communication in an organization is associated with more effective recovery from a possible catastrophe. The study's goal is to look at the impact of a firm's high communication culture and the employment of mediators by employers to increase internal communication on the number of labor disputes. Telephone surveys and vague professional interviews with employee mediators are used in the study. The findings show that when there is better internal communication and higher culture, there are fewer labor-related crises in firms. It was also found that there was an increase in labor mediation carried out due to COVID-19 and collective labor disputes decreased. The study confirmed that environmental architecture influences the course of mediation.

2.5 Organizational Effectiveness

- **Harold L. Angle et al.(1981)**, did an empirical study in which they attempted to link organizational effectiveness to the organizational dedication of low-level employees in the context of bus firms. A questionnaire was used to determine the relationship between management commitment and officialdoms' flexibility, turnover, and tardy rate, rather than the expense of operation and malingering. The relationship pattern reveals that the two subscales-built measure value commitment rather than assurance of staying in the firm. Even though there was a considerable difference between the subscales, it is important to avoid assuming the simplest relationship between commitment and organizationally relevant behavior. (Perry, 1981)
- **Mohamed Imad Raof (2019)**, in his research aids in determining the role of the workforce in achieving coherence between various organizational roles. The organizational structure is a useful tool for achieving objectives effectively and efficiently through the implementation of plans and decisions. The study's goal is to determine the aspects of organizational efficiency, as well as the dimensions of the organizational structure and how they might be used. The relationship between the factors of organizational effectiveness of leadership, management, technology, and adaptation was determined using a series of questionnaires. The many dimensions of organizational structure are official, central, and complex. Organizational effectiveness relates to organizational structure, as well as the results of organizational structure's impact on the organization, and the choice of organizational structure that ensures the research organization's continuity and survival in the face of rapid change. (Raof, 2019)
- The article written by **Mukhtar et al. (2020)**, attempts to investigate the correlation between transformational leadership, interpersonal communication, organizational conflict, and organizational effectiveness exists. The study is conducted in Dayah in Aceh, where the data was collected by

circulating questionnaires. The result showed a descriptive analysis, where transformational leadership was determined to be the most used leadership style, followed by interpersonal communication and organizational conflict. The research discovered there is a need to improve organizational performance through attitude, motivation, and technology to maximize current resources.

2.6 Employee Motivation

- **Irum Shahzadi et al. (2014)**, in a research article address the factors that influence employee motivation and its effect on their performance in Pakistan. Employee motivation is defined as the force that motivates employees to work toward the organization's unique goals and objectives. It's one of the hottest topics in business these days because everyone wants to maximize their financial and human resources. Employees' performance is determined based on their inspiration, presentation, inherent rewards, and perceived training effectiveness. As per the findings of the study, there exists a considerable and optimistic link between employee motivation and performance, but the perceived training effectiveness has a destructive correlation with motivation. (Irum Shahzadi, 2014)
- **Michael T. Lee et al. (2016)**, intends to articulate the advances in understanding employee motivation and organizational performance in their conceptual paper, as well as to acclaim approaches to improve the theory of employee motivation and organizational performance. The limitations of theory extension are discussed, and a variety of research strategies are proposed. The aim of modern motivation theory development is quantitative analysis (e.g., multiple regression analysis, structural equation modeling). To supplement existing traditional quantitative analysis, the study proposes the use of a set-theoretic method. The finding presents a set-theoretic method to leverage employee motivation for organizational success to expand existing thinking.
- The article written by **Ash Rubbinunan(2022)** aims to improve the productivity level in an organization by understanding employee motivation. The disposition of personnel is completely influenced by employee motivation. Justifying the relevance of their roles and focusing on the organization's vision and mission helps employees be more motivated. Various empirical studies and motivation theories were discovered to develop a qualitative and quantitative study. The sample was collected through interviews and questionnaires and the analysis was done using SPSS version 24. The finding showed that motivation and productivity are co-related, and the productivity level is low due to lack of training which contributes to low motivation. Employees can be motivated by emphasizing the significance of their efforts and focusing on the organization's vision and goal.

2.7 Diversity of the workforce

- **Ankita Saxena (2014)** Age, cultural context, physical capability and incapacities, religious conviction, gender, race, and sexual orientation among employees contribute to the comparisons and variances in a diverse workforce. When people of different prejudice, perceptual, and psychological individualities come together to work, a situation may arise in which all these individuals may not agree on an identical issue. This study examines the impact of diversity in the workplace on a company's efficiency. There is a heterogeneous workforce due to diversity. The result shows that employing a diversified workforce tends to improve a company's productivity, but it might be adverse if not managed efficiently.
- **Tanachia Ashikali et al. (2021)**, in their book, discuss the conditions that may impact diversity outcomes and their underlying processes. Public cooperation has become progressively diverse with their workforce due to globalization, relocation, and labor participation. Public corporations aspire to workforce diversity to reduce discrimination and support the inclusion of underrepresented groups. This is a multifaceted contest, given that the HR and diversity policies serve numerous and occasionally disputes. Consequently, worker diversity may be considered a source that informs work practices and rules, allowing organizations to improve their performance. Because workforce diversity may lead to group dynamics that can have both positive and bad consequences on individual and organizational outcomes, leadership is becoming more important.

2.8 Leadership

- **Yaping Gong et al. (2009)** Investigated the association between employee creativity and job performance. Employee learning orientation and transformational leadership were identified as two learning-related personal and environmental characteristics, and their impacts on employee creativity were explored using employee creative self-efficacy. Employee originality was found to be linked to employee sales and supervisor-rated work performance. Employee creativity was positively associated with an employee learning orientation and transformational leadership, and these associations were moderated by employee creative self-efficacy. The ramifications of these findings are discussed in terms of creative theory and research, as well as a management practice. (Yaping Gong, 2009)
- **Professor John Colley (2018)** Businesses are categorized by furious levels of activities among employees. • Today's managers are often preoccupied with answering emails rather than making real progress. The CEO/MD determines the company's long-term vision, which necessitates clearly defining and developing key performance indices that track progress. Leaders that are unable to delegate will be unable to lead successfully. When disciplined meeting management pursuing a clear objective is vital, leaders frequently confuse activity with progress. According to the study, leaders should be mindful of reverse delegation, in which team members delegate tasks to the leader because

they are difficult or require abilities that they lack. Significant issues and dysfunctions must also be identified and accepted as the first step in resolving the situation.

- The paper addressed by **Osman Durmaz et al. (2021)**, views the styles of leadership, the significance of leadership, and the propositions within governmental institutions in Iraq. The transformational leadership approach is a new paradigm that has piqued people's interest. In 1978, James MacGregor Burns separated the notion of leadership into two types: transformational and transactional. Leaders are found in several areas of society, such as the government, small activist groups, organizations, institutions, and local businesses. Transactional leadership is less successful than translational, ethical, and spiritual leadership in boosting employee performance and rebuilding public trust in government and enterprises.

2.8 Workforce engagement

- **Bruce Louis Rich et al. (2010)** Employee engagement, defined as a person's total involvement in a job, provides a fuller explanation of performance correlations than well-known concepts that represent smaller aspects of a person's personality. The survey, which included 245 firemen, was intended to assess job attitudes and value equivalence. Engagement mediated association for value congruence, perceived organizational support, and fundamental self-evaluations, according to the hypothesis. Employee involvement, according to the study, accounts for immediate occupation. In terms of explaining relationships between antecedents and performance outcomes, social participation, work happiness, and intrinsic drive was deemed mediators, but they did not outperform engagement.
- **Anitha J. (2014)**, in her study, attempts to uncover the crucial causes of employee engagement and the reliability of the concept. As well as the influence of employee engagement on performance. A set of questions addressing the middle and lower professional levels was studied. The findings showed that Working conditions, as well as team and co-worker relationships, require extra attention and effort since they have a far greater impact on employee engagement and employee performance. Organizations should prioritize building a healthy work environment for employees and developing peer-to-peer networking programs. Employee engagement indicators point to a positive working environment that reflects the social impact of the company. Employees will be given a lot of attention in terms of the determinants being addressed. The report emphasizes the growing importance and necessity of developing the concept of employee engagement. The study is unusual in terms of the full model that is created and assessed. (J., 2014)

2.9 Employee involvement

- **Bonnie F. Daily et al. (2003)** There are articles relevant to the interrelationship and interdependency of Total Quality Management (TQM) procedures and Employee Involvement (EI). TQM philosophy offers a substantial percentage of its attention to the human resource environment. The sample for the study involved 169 employees of two organizations. A structural model was used to analyze EI, a workforce element in TQM, and two outcome variables, empowerment, and organizational commitment. The result implies that teamwork, training, management support, and rewards were found to be predictive of EI program effectiveness. Teamwork is one of the most important factors driving EI's success. EI's success is similarly inextricably linked to the two outcome elements.
- **Edwinah Amah (2013)** The problem of modern businesses stems from the way their employees are managed. The study was conducted to explore the effect of employee participation on organizational success in the Nigerian banking industry. To gather data, questionnaires and oral interviews were conducted. Spearman's Rank Correlation Statistical Tool was used to examine the hypotheses. According to the study, employee engagement is connected to profitability, productivity, and market share. Based on the findings, employee engagement has a significant influence on organizational performance. As a result, the study suggests that banks strive to maintain a culture that engages workers and allows them to positively contribute to the attainment of corporate goals. (Edwinah Amah, 2013)
- **Vipin Jain et al. (2021)**, The state of being emotionally and psychologically dedicated to an organization is defined by three important actions: talk, stay, and aspire. According to the study, Employee engagement in problem-solving and decision-making is linked to perceived administrative performance. Simultaneously, the notion of employee engagement was investigated by putting it into the context of a national belief. Employee involvement in the workplace is inextricably linked to administrative success on the surface. Employee engagement and empowerment programs, as well as the practice of self-managing teams, have a direct relationship to the decision-making view of administrative performance. According to the findings, businesses are encouraged to implement employee engagement plans to improve performance, competitiveness, and growth in the local and wide-reaching markets. (Vipin Jain, 2021)

2.10 Personality traits of employees

- **Jerry Bryan Fuller Jr et al. (2010)** Employees are self-starting and aggressive in their efforts to help businesses perform better in a dynamic competitive climate. The goal of the research is to figure out how a proactive personality affects job effectiveness. The study used a sample of 120 employees from a small corporation in the United States' south-central region. According to the results of moderated hierarchical regression analysis, proactive personality is satisfactorily related to career success. In addition, recent research suggests that job autonomy moderates the link between proactive personality and job success. As a result, the relationship between proactive personality and work performance may be more convoluted than previously imagined, and preemptive personality may not be as "strong" a trait as previously thought.
- **Ecler Ercole Jaqua et al. (2021)** One of the human aspects that play a vital character in an individual's behavior is personality. The way a person thinks, feels, and behaves at work, among other things, is influenced by their personality. As per the study, introversion/extraversion, perceiving/judging, sensing/intuition, and thinking/feeling are the four personality characteristics or traits. It is also revealed that an individual with these traits is a pure leader. Certain improvements related to Certain personality changes, such as focusing on being more objective and avoiding being overly enthusiastic, might help to mitigate the personality type's weaknesses.

2.11 RESEARCH GAP

- To find parameters of wellness programs that influence employee performance.
- Relationship between the motivation of human resource management and employee counseling.
- To understand how leadership contributes to inclusiveness.
- How different diversity dimensions are related to inclusiveness and impact organizational relations in a diverse workgroup.

CHAPTER III:

RESEARCH DESIGN

TITLE: A STUDY ON THE IMPACT OF INTRA ORGANIZATIONAL RELATIONSHIP FOR DESIGNING A COMPETITIVE WORKFORCE & ACCELERATED ORGANISATIONAL EFFECTIVENESS WITH SPECIAL REFERENCE TO QUESS CORP Ltd.

INTRODUCTION

Understanding an individual behavior is a challenge but understanding group behavior in an organizational environment is an immense managerial task. Organizational behavior offers three major ways of understanding the environment: people as organizations, people as resources, and people as people. It helps firms to develop an understanding of the aspects that can motivate employees, increase their performance, and help organizations establish a strong and trusting relationship with their employees.

Relations and conflicts within organizations are a major area to study and understand organizations in a more detailed way. It is important to grasp the dimensions of these relations so that organizations function more effectively and efficiently. Decision-making in the organization becomes easier with effective control of conflicts among employees. The aggregate of the formal and informal relationships between the members of an organization leads to an effective integrated competitive workforce.

The shortage of current and future workforce constitutes a significant challenge for a long-term economic growth organization. An employee work in a competitive labor market with an integrated setting to perform the skills he poses, on a full-time or part-time basis. The perceived organizational behavior towards the environment impacts employees' job attitudes. Workplace spirituality safeguards the inimical relationship between emotional employees and the organization. The emotion an employee displays in the organization is influenced by the individuals' differences which affects cross-culture similarities.

The ease with which competition can be constructed is contingent upon the institutional context. The main impact of globalization has been a move to replace local sources of creation with others sited

offshore. Developments in global economic and technological activities led to an era characterized by the growth of competition in all sectors of the economy. Employee investment is linked with several measures of human capital: age, salary, education, time with the company, and financial expertise. Employees' psychological ties to employers can be based on investments they are made in the workplace and/or on attitudes of obligation to act.

Quess Crop Ltd started its functioning as a manpower outsourcing company in 2007 in Bengaluru, Karnataka. It is India's leading business service provider that aims to furnish exceptional customer service while creating a better life. The core value of Quess is passion, for employees, clients, and associates, entrepreneurial spirit, integrity, and speed. The core of the company focuses on outsourcing non-core activities, aligning team incentives, and vendor partnerships toward scalable operations. Operational agility is the competitive advantage of the company.

STATEMENT OF THE PROBLEM

Competition is important for any organization to provide reassurance in getting customers because of the quality of products and services. To maintain a competitive edge around the globe, employees must have competitiveness and required skills. Due to the requirement of certain specialized skills among employees, there is a rise in intra-organizational conflicts. This study attempts to identify how to maintain a cordial relationship within the organization which could help the firm to design a competitive and efficient workforce that accelerates organizational effectiveness.

OBJECTIVES OF THE STUDY

1. To determine the strategic effect of workforce policies on employee performance.
2. To examine the impact of the employee engagement on organizational relationship
3. To analyze the influence of leadership on organizational effectiveness.
4. To study the psychological contract of employees concerning a competitive workforce

SCOPE OF THE STUDY

The relationship of members within the firm has a significant impact on the overall performance of the organization. The relations act as a strategic instrument to build a workforce, which is goal-driven in the working environment. Various studies have emphasized the increase in the competitive workforce. The analysis of the study is to accelerate the organizational effectiveness and create a competitive workforce due to the internal relations in the organization.

SAMPLING TECHNIQUE

The survey conducted among 110 employees was interpreted with the help of SPSS version 16 to identify the relationship between company policies and employees' performance, the impact of employee engagement on organizational relationships, and to what extent the leadership style influences organizational effectiveness.

LIMITATIONS OF THE STUDY

- The study of relationships is a complex process and is based on situational forces.
- There can be some forceful conditions operating that lead to a superficial relationship.
- Not all factors impacting organization behavior have been considered for the study.
- 100% reliability and accuracy cannot be expected from the respondents due to the bias of the respondents and the level of management.

HYPOTHESIS:

Ho: There is no relationship between company policy and employee performance.

Ha: There is a relationship between company policy and employee performance.

Ho: Employee engagement has no impact on the organizational relationship.

Ha: Employee engagement has an impact on organizational relationships.

Ho: there is no influence of leadership on organizational effectiveness.

Ha: there is an influence of leadership on organizational effectiveness.

CHAPTER SCHEME

Chapter I: INTRODUCTION & PROFILE OF THE COMPANY

This chapter presents the background of the research topic and a detailed input about organizational behavior and its function in the organization. This chapter consists of the company profile of 'QUESS CORP LTD'.

Chapter II: REVIEW OF LITERATURE

This chapter reviews the existing literature on the topic.

Chapter III: RESEARCH DESIGN

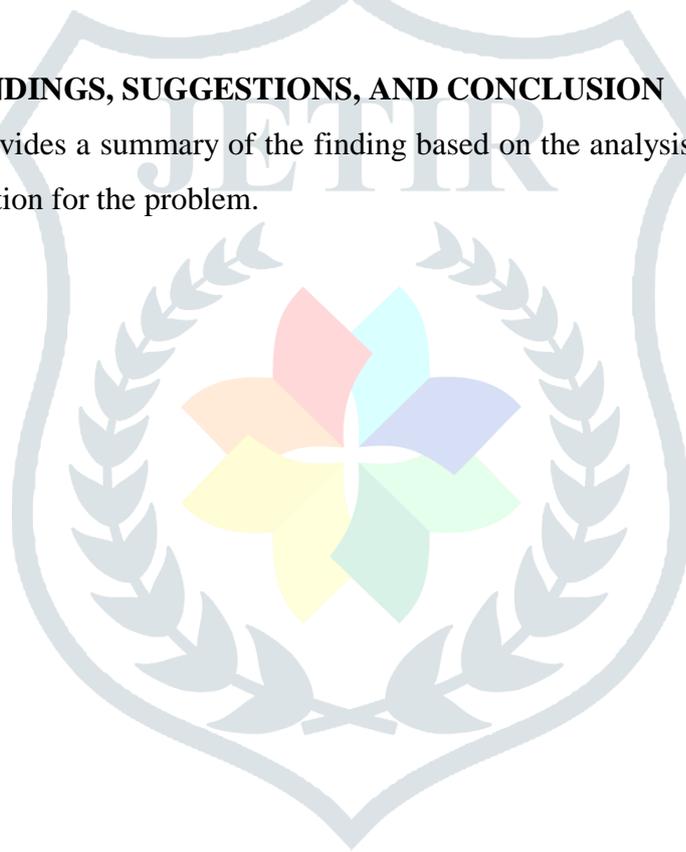
This chapter includes a statement of the problem, the scope of the study, objectives of the research, research methodology, sources of data collection, analysis of data, and hypotheses testing.

Chapter IV: ANALYSIS AND INTERPRETATION

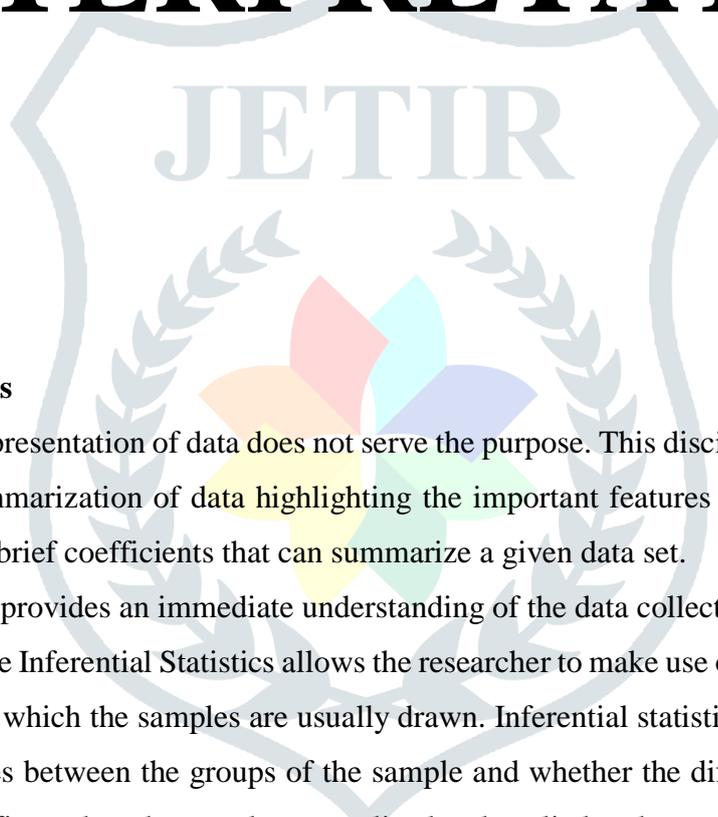
This chapter will present the analysis of data collected by the study based on analysis and interpretation, the report will be generated to present the interpretation and findings of the study.

Chapter V: FINDINGS, SUGGESTIONS, AND CONCLUSION

This chapter provides a summary of the finding based on the analysis. The conclusion is drawn to give an appropriate solution for the problem.



CHAPTER IV: ANALYSIS AND INTERPRETATION



Descriptive Statistics

A simple or random presentation of data does not serve the purpose. This discipline of statistics enables better presentation and summarization of data highlighting the important features of the data collected. It is also understood to be the brief coefficients that can summarize a given data set.

Descriptive statistics provides an immediate understanding of the data collected the other branch of statistics often referred to as the Inferential Statistics allows the researcher to make use of these data to generalize about the populations from which the samples are usually drawn. Inferential statistics are used to know if there are significant differences between the groups of the sample and whether the difference is significant or not. If the findings are significant then they can be generalized and applied to the population and in case of any small differences, then it may be due to a matter of chance.

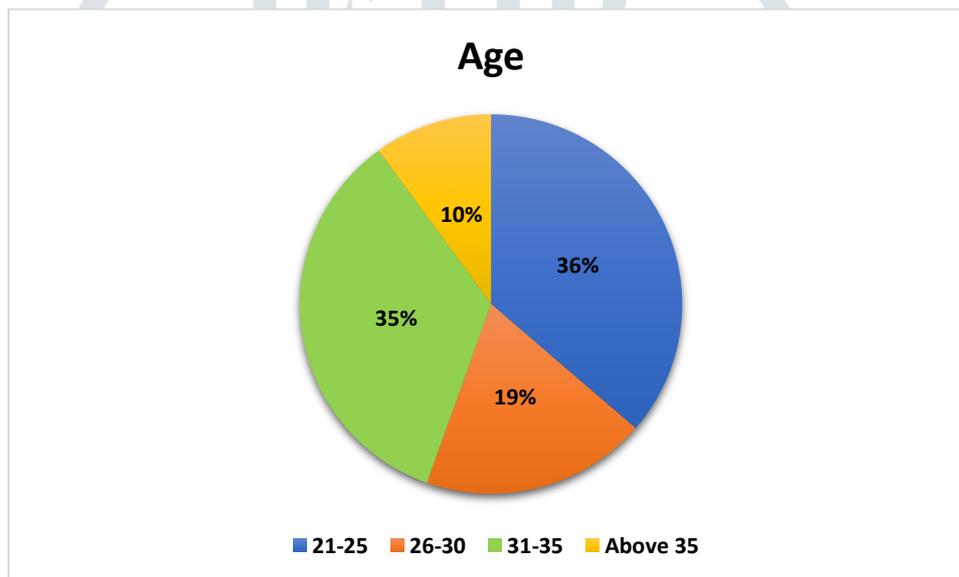
TABLE 4.1**Table showing the Age wise classification of the Respondents**

Age	No of Respondents	% Of Respondents
21-25	40	36%
26-30	21	19%
31-35	38	35%
Above 35	11	10%
TOTAL	110	100%

Source: Survey Data

CHART NO 4.1

Chart depicting the classification of the respondents based on Age



Source: Excel Output

INTERPRETATION

From the above Graph, we can interpret that 36% of the employees working in the organization belong to the age group of 21-25 years, whereas 35% of the employees have aged 31-35 years, employees aged between 26-30 years contribute to 19% of the company, and 10% employees in the company are aged 35 & above years. The data shows that the maximum number of employees working in the organization fits into the millennial generation category. And there are a minimal number of employees whose age is above 35 in the organization.

TABEL 4.2:

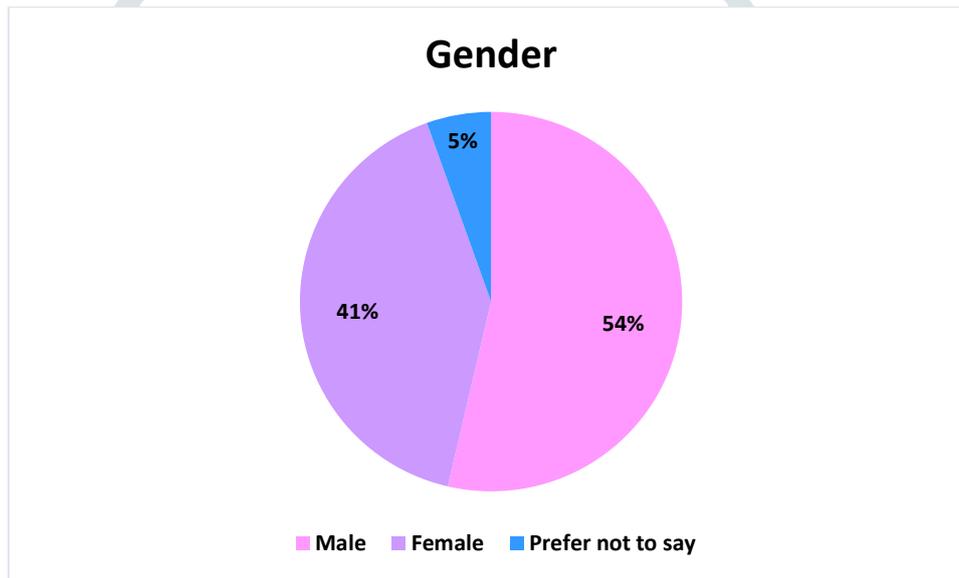
Table showing the gender-wise classification of the respondents

Gender	No. of respondents	% Of respondents
Male	59	54%
Female	45	41%
Prefer not to say	6	5%
TOTAL	110	100%

Source: Survey Data

CHART NO 4.2

Chart portraying the classification of respondents based on Gender



Source: Excel Output

INTERPRETATION

According to the Chart above, 54% of the workforce employed in the organization are male whereas 41% of the workforce are female and 5% of the employees preferred not to reveal their identity. Based on 110 responses, the average number of female employees is 55, while the average number of male employees is. This shows that there is the presence of a more concentrated number of males than females in the organization.

TABLE 4.3:

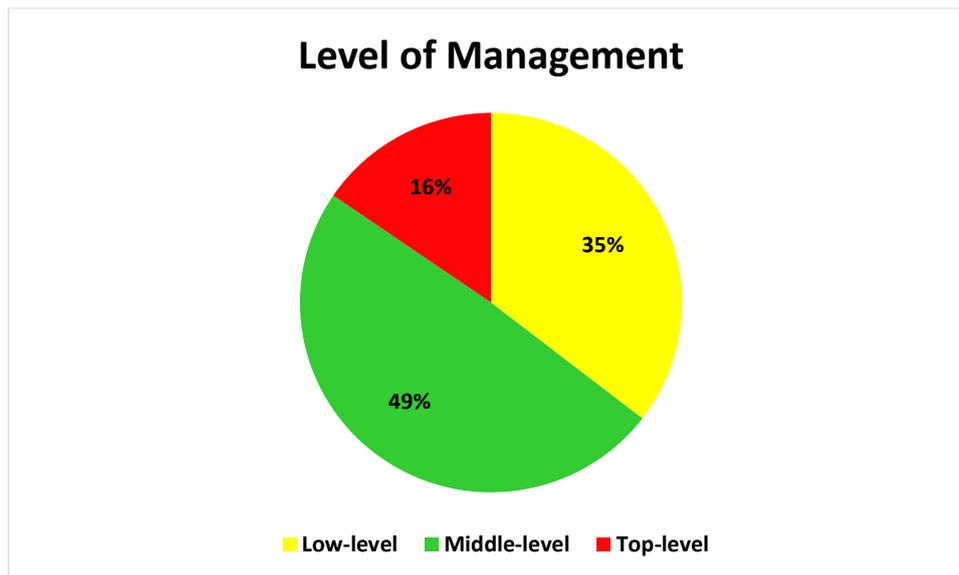
Table showing the classification based on the level of management of respondents

Level of management	No. of respondents	% Of respondents
Low-level	39	35%
Middle-level	54	49%
Top-level	17	16%
TOTAL	110	100%

Source: Survey Data

CHART NO 4.3

Chart illustrating the classification of respondents based on the level of management



Source: Excel Output

INTERPRETATION

From the above table, it is evident that most of the employees in the organization perform the middle-level function. Out of the overall sample size 49% of the employees belong to the middle level, lower-level employees contribute 35% of the responses, and 16% of the employees belong to the top level. This proves that most of the respondents execute the plans of the organization following the policies and directives of the top management. According to the sample size, 39 employees are tasked with maintaining excellent relations inside the firm. Only a handful of respondents give out the required instructions for preparing department-specific budgets, schedules, procedures, and so on.

TABLE 4.4

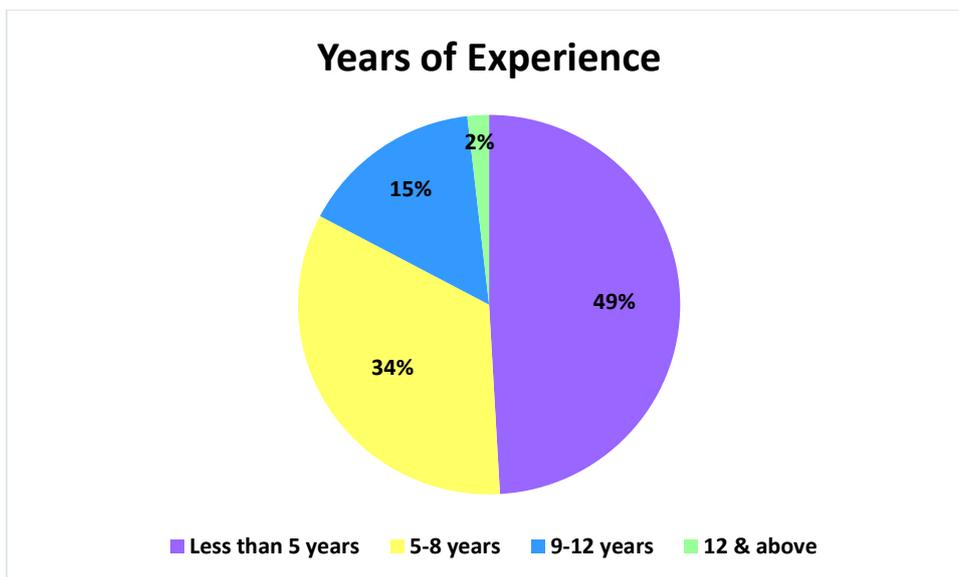
Table showing the classification of respondents based on Years of Experience

Years of experience	No. of respondents	% Of respondents
Less than 5 years	54	49%
5-8 years	37	34%
9-12 years	17	15%
12 & above	2	2%
TOTAL	110	100%

Source: Survey Data

CHART NO 4.4

Chart depicting the classification of respondents based on year of experience



Source: Excel Output

INTERPRETATION

From the above table, it is found that 49% of the employees' working in the organization falls under work experience of fewer than 5 years, 34% of the employees have a work experience of 5-8 years, whereas employees with work experience of 9-12 years contribute to 15% of the sample size and only 2% of the employees have a work experience of more than 12 years. Since the company was established in 2007, it shows that the attrition rate of the organization has been less. It is evident that the organization attracts young talents and educates them on the operations of the company. It is also seen that the alteration rate of highly experience employees is more compared to that of the millennial generation

Table 4.5

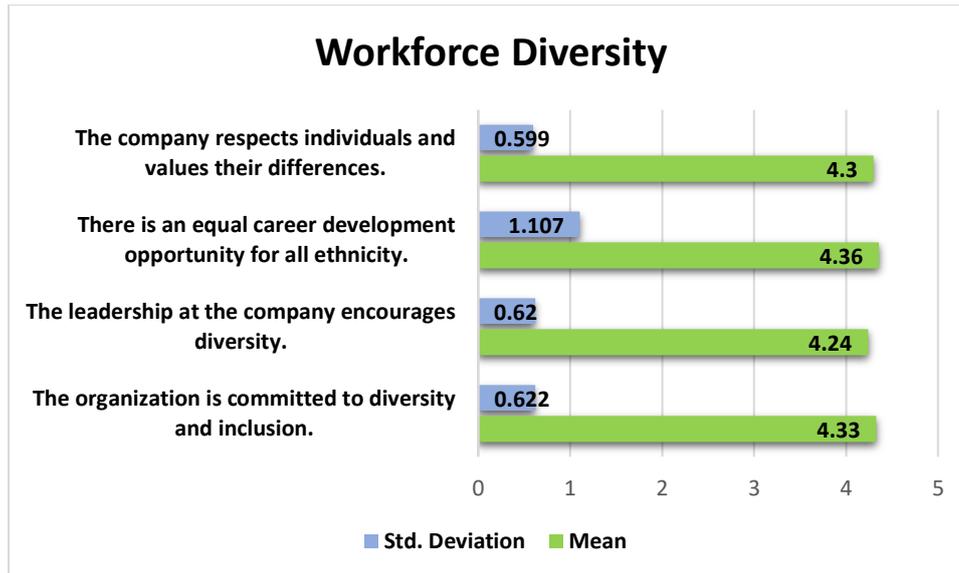
Table showing the mean and standard deviation of the respondents toward workforce diversity

Descriptive Statistics			
	N	Mean	Std. Deviation
The organization is committed to diversity and inclusion.	110	4.33	0.622
The leadership at the company encourages diversity.	110	4.24	0.620
There is an equal career development opportunity for all ethnicity.	110	4.36	1.107
The company respects individuals and values their differences.	110	4.30	0.599

Source: Survey Data

Chart 4.5

Chart depicting the mean and standard deviation of the respondents towards workforce diversity



Source: Excel Output

INTERPRETATION

According to the graph above, an average of 4.36 agree that the organization provides equal career development opportunities for all ethnicities, 4.33 believe that the organization is committed to diversity and inclusion in the workplace, whereas 4.30 believe that management respects individuals and values their differences within the workforce, and 4.24 respondents believe that the organization's leaders encourage diversity in the workplace. The dataset's dispersion shows that diversity and inclusion is the core value of the organization. There is slight encouragement from the leaders of the organization by the leaders in the company. Employees are more engaged when they believe their employer cares about their development and provides opportunities to achieve personal career goals while supporting the company's mission which will improve their skills and knowledge, which can lead to grasping current jobs, promotions, and transfers to new or different positions.

Table 4.6

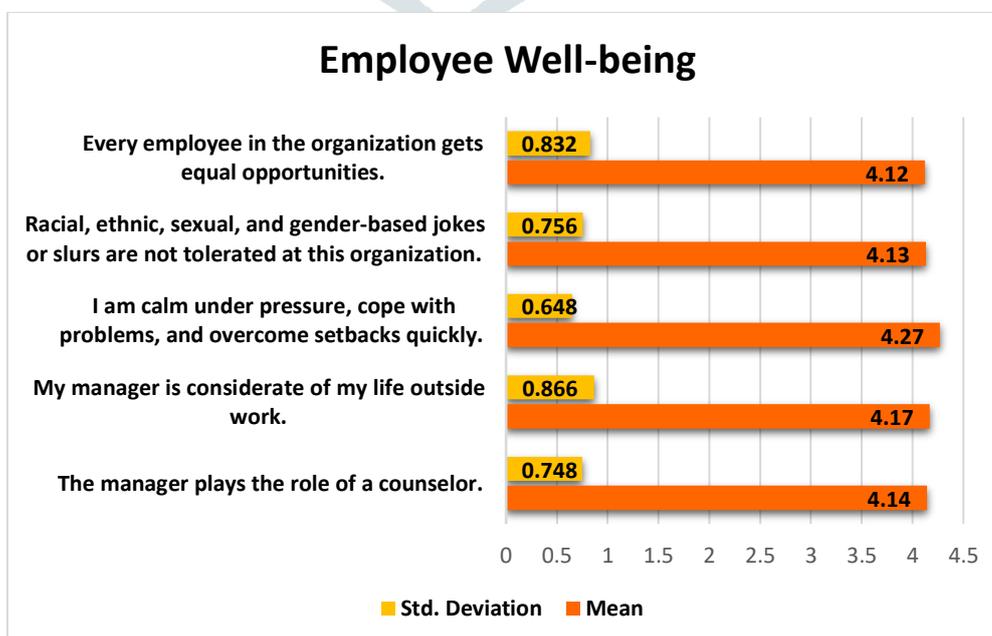
Table showing the mean and standard deviation of the respondents toward employee well-being

Descriptive Statistics			
	N	Mean	Std. Deviation
The manager plays the role of a counselor.	110	4.14	0.748
My manager is considerate of my life outside work.	110	4.17	0.866
I am calm under pressure, cope with problems, and overcome setbacks quickly.	110	4.27	0.648
Racial, ethnic, sexual, and gender-based jokes or slurs are not tolerated at this organization.	110	4.13	0.756
Every employee in the organization gets equal opportunities.	110	4.12	0.832

Source: Survey Data

CHART 4.6

Chart depicting the mean and standard deviation of the respondents toward employee well-being



Source: Excel Output

INTERPRETATION

According to the graph above, an average of 4.27 respondents remain calm under pressure, deal with difficulties swiftly, and overcome setbacks, while roughly 4.17 respondents believe that their superiors are considerate of their life outside of work. Although 4.14 respondents believe that their managers serve as counselors in their work lives, 4.13 respondents believe that racial, ethnic, sexual, or gender-based jokes or insults are not accepted in the workplace, and 4.12 respondents believe that all employees are given equal opportunity. The data shows that the company is concerned about its employees' psychological well-being and an employee realizes their abilities, copes with the normal stresses of life, works productively and fruitfully, and contributes to the organizational performance.

Table 4.7

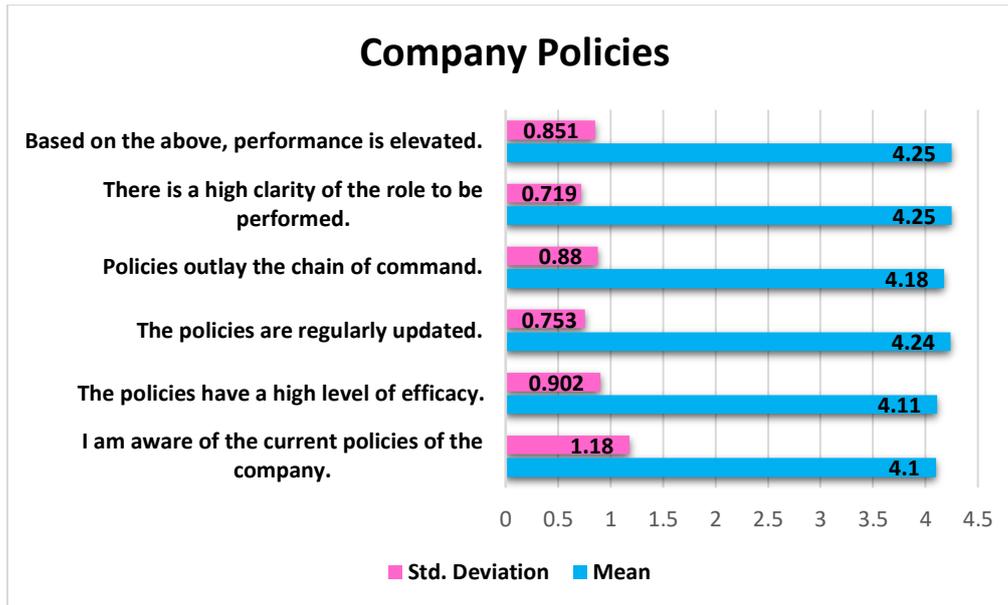
Table showing the mean and standard deviation of the respondents toward company policy

Descriptive Statistics			
	N	Mean	Std. Deviation
I am aware of the current policies of the company.	110	4.10	1.180
The policies have a high level of efficacy.	110	4.11	.902
The policies are regularly updated.	110	4.24	.753
Policies outlay the chain of command.	110	4.18	.880
There is a high clarity of the role to be performed.	110	4.25	.719
Based on the above, performance is elevated.	110	4.25	.851

Source: Survey Data

Chart 4.7

Chart depicting the mean and standard deviation of the respondents toward company policy



Source: Excel Output

INTERPRETATION

From the above graph, it is evident that on an average 4.25 respondents feel that the company's policy gives a high level of clarity on the role to be performed as well as the performance of the respondents is evaluated based on the role accomplished. The graph also depicts that 4.24 of the respondents concur that the policies are updated regularly, normally 4.18 respondents feel that policies outlay the chain of command, whereas 4.11 assert that company policies have a high-intensity efficiency. However, only 4.10 of the respondents are aware of the latest policies of the company. Each employee may excel in one area while falling short in another. The company policy should support employees' development and, where necessary, assist in boosting their performance standards.

Table 4.8

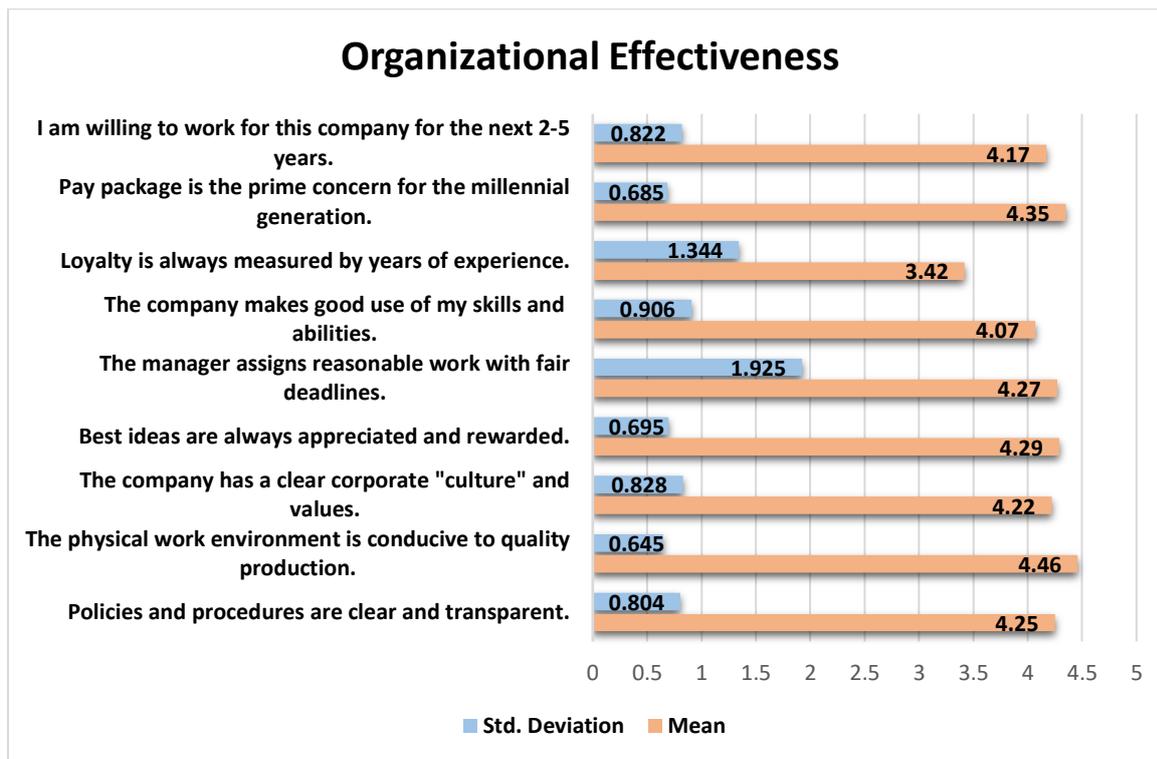
Table showing the mean and standard deviation of the respondents toward Organizational Effectiveness

Descriptive Statistics			
	N	Mean	Std. Deviation
Policies and procedures are clear and transparent.	110	4.25	.804
The physical work environment is conducive to quality production.	110	4.46	.645
The company has a clear corporate "culture" and values.	110	4.22	.828
Best ideas are always appreciated and rewarded.	110	4.29	.695
The manager assigns reasonable work with fair deadlines.	110	4.27	1.925
The company makes good use of my skills and abilities.	110	4.07	.906
Loyalty is always measured by years of experience.	110	3.42	1.344
Pay package is the prime concern for the millennial generation.	110	4.35	.685
I am willing to work for this company for the next 2-5 years.	110	4.17	.822

Source: Survey Data

Chart 4.8

Chart depicting the mean and standard deviation of the respondents toward Organizational Effectiveness



Source: Excel Output

INTERPRETATION

As per the above graph, on an average 4.46 respondents perceive that the physical work environment of the organization is conducive to quality production, while 4.35 of the millennial generation acknowledge that pay package is their prime concern, 4.29 of the respondents admit that the organization appreciates and rewards the best ideas and innovations, and an average of 4.27 feel managers assign reasonable work with fair deadlines. There is a set of 4.25 respondents who believe that the policies and procedures of the organization are clear and transparent, while 4.22 picture that the company has a clear corporate culture and values. Although a mean of 4.17 respondents is willing to work in the organization for the next 2-5 years, certain 4.07 respondents believe that the company effectively uses the skills and abilities of the respondents, and only 3.42 perceive that loyalty is always measured by the years of experience.

Table 4.9

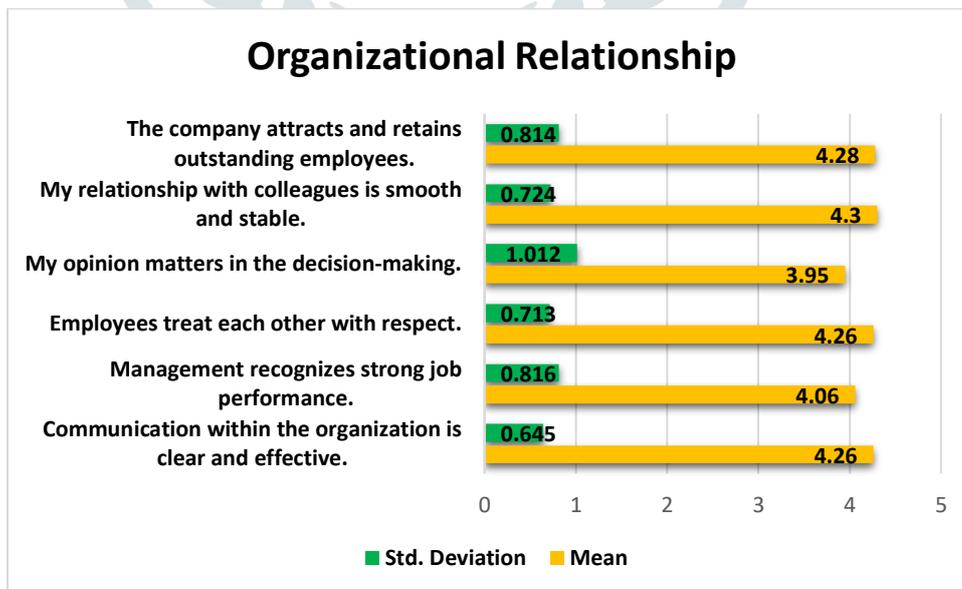
Table showing the mean and standard deviation of the respondents toward Organizational Relationships

Descriptive Statistics			
	N	Mean	Std. Deviation
Communication within the organization is clear and effective.	110	4.26	.645
Management recognizes strong job performance.	110	4.06	.816
Employees treat each other with respect.	110	4.26	.713
My opinion matters in the decision-making.	110	3.95	1.012
My relationship with colleagues is smooth and stable.	110	4.30	.724
The company attracts and retains outstanding employees.	110	4.28	.814

Source: Survey Data

Chart 4.9

Chart depicting the mean and standard deviation of respondents toward Organizational Relationships



Source: Excel Output

INTERPRETATION

According to the above chart, an average of 4.30 respondents have a smooth and stable relationship with their colleagues, while 4.28 of them perceive that the company attracts and retains outstanding employees. And 4.26 accepts that the communication within the organization is clear and effective as well as employees within

the company treat each other with respect. Certain 4.06 respondents admit that the management recognizes strong job performance and that 3.94 feel that their opinion in decision-making is not considered.

Table 4.10

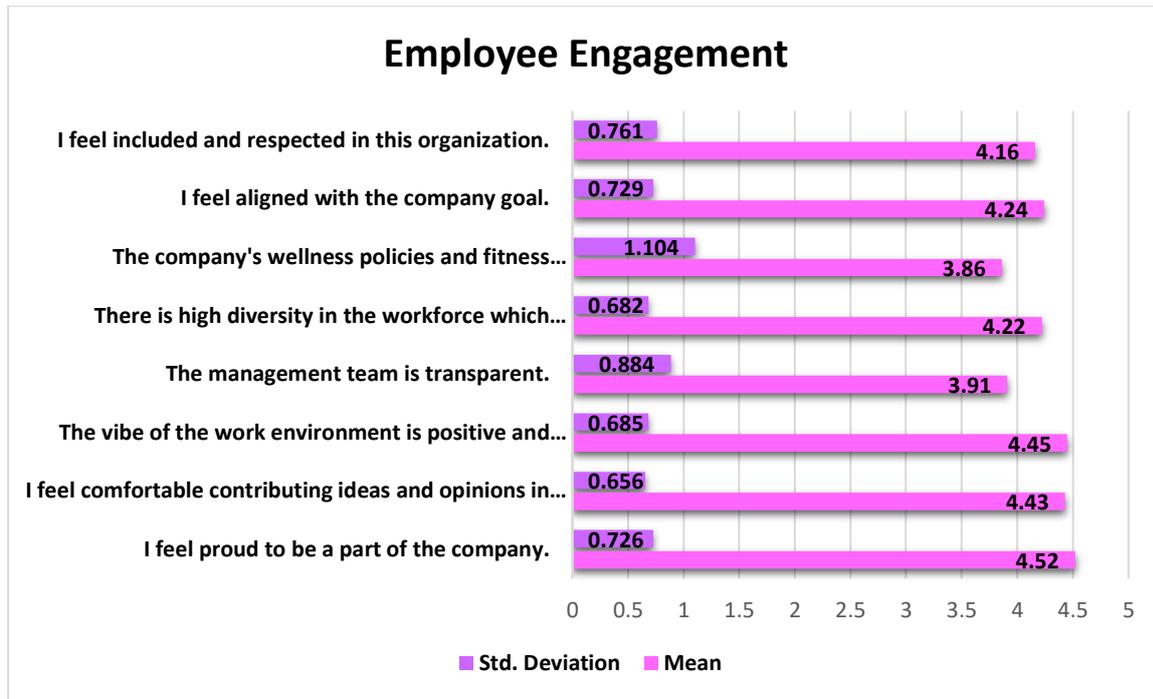
Table showing the mean and standard deviation of responses towards Employee Engagement

Descriptive Statistics			
	N	Mean	Std. Deviation
I feel proud to be a part of the company.	110	4.52	.726
I feel comfortable contributing ideas and opinions in the workplace.	110	4.43	.656
The vibe of the work environment is positive and motivating.	110	4.45	.685
The management team is transparent.	110	3.91	.884
There is high diversity in the workforce which enables better innovation.	110	4.22	.682
The company's wellness policies and fitness initiatives are enough.	110	3.86	1.104
I feel aligned with the company goal.	110	4.24	.729
I feel included and respected in this organization.	110	4.16	.761

Source: Survey Data

Chart 4.10

Chart depicting the mean and standard deviation of responses towards Employee Engagement



Source: Excel Output

INTERPRETATION

From the above table, 4.52 of the respondents feel proud to be a part of the company, while 4.45 of them agree that the vibe of the workplace is positive and motivates them to be productive in their jobs. 4.43 of the respondents feel comfortable contributing ideas and opinions to the organization, whereas 4.24 of them believe that they are aligned with the goals and objectives of the company, and 4.22 agree that there is extreme diversity in the workplace that enables better innovation. Though only 4.16 of the respondents feel included and respected in the organization, whereas 3.91 of them believe that the management team of the company is transparent with the policies and organizational structure, and only 3.86 feel that the company’s wellness policies and fitness initiatives are enough to retain skilled and talented employees and lower the attrition rate among the millennial generation.

Table 4.11

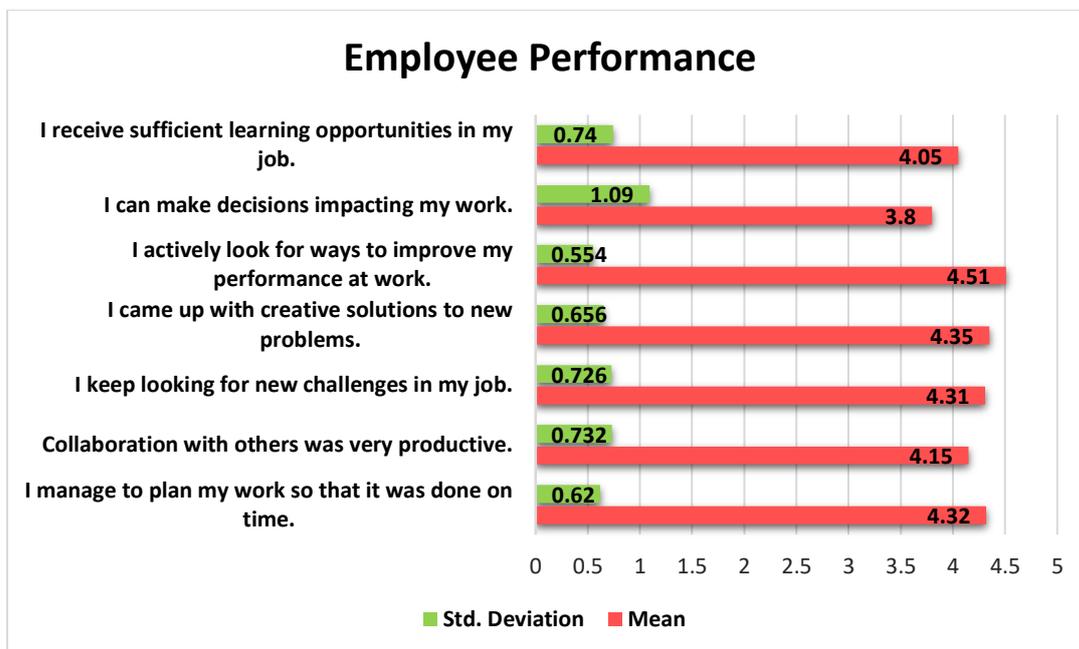
Table showing the mean and standard deviation of responses towards Employee Performance

Descriptive Statistics			
	N	Mean	Std. Deviation
I manage to plan my work so that it was done on time.	110	4.32	.620
Collaboration with others was very productive.	110	4.15	.732
I keep looking for new challenges in my job.	110	4.31	.726
I came up with creative solutions to new problems.	110	4.35	.656
I actively look for ways to improve my performance at work.	110	4.51	.554
I can make decisions impacting my work.	110	3.80	1.090
I receive sufficient learning opportunities in my job.	110	4.05	.740

Source: Survey Data

Chart 4.11

Chart depicting the mean and standard deviation of responses concerning Employee Performance



Source: Excel output

INTERPRETATION

From the above table, it is evident that on an average 4.51 of the respondents actively keep looking for opportunities that can improve their performance in the organization, while 4.35 of the respondents rise with creative solutions to new problems while in a team as well as while performing tasks in the organization. Whereas 4.32 respondents have a timetable that they follow to manage and plan the work to be done before the deadlines, and 4.31 respondents keep looking for new challenges in their job role that can improve their overall performance. Although 4.15 feel that collaborating with others in a team is a very productive activity, only 4.05 respondents receive sufficient learning opportunities in their job, and certain 3.80 respondents can take decisions that can make an impact on their work, this may concern only the middle-level respondents to take decisions in the functional department and team projects.

Table 4.12

Table showing the mean and standard deviation of responses toward Leadership

Descriptive Statistics			
	N	Mean	Std. Deviation
The leaders communicate a vision that motivates me.	110	4.20	.739
The leaders keep people informed about what is happening.	110	4.06	.860
The manager's morale sets the tone for the office morale.	110	4.19	.710
Leadership in my organization encourages team building.	110	4.35	.724

Source: Survey Data

Chart 4.12

Chart depicting the mean and standard deviation of responses concerning Leadership



Source: Excel Output

INTERPRETATION

The above table clearly states that on an average 4.35 respondents admit that the leaders in the organization encourage team-building activities that can have the relationship of each respondent in the company and foster open communication, while 4.20 of them feel that the leaders communicate with the company's vision and mission that will motivate the respondents to perform their job role. Although 4.19 of respondents think that their manager's morale sets the tone for the company morale, only 4.06 feel that the leaders keep them informed about what is the current situation for the company and regularly update the employees with

necessary information. Every day, leaders should be working to build exceptional teams. Team building motivates team members to work not just harder but also smarter.

Table 4.13

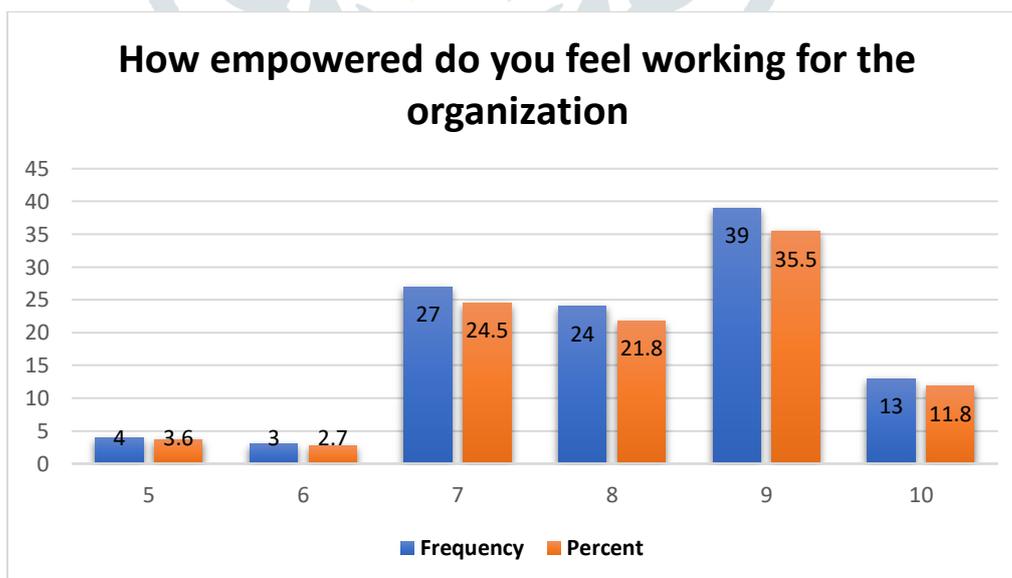
Table showing how empowered do the respondents feel working for the organization on a scale of 0-10

On a scale of 0 to 10, how empowered do you feel working for the organization?		
	Frequency	Percent
5	4	3.6
6	3	2.7
7	27	24.5
8	24	21.8
9	39	35.5
10	13	11.8
TOTAL	110	100.0%

Source: Survey Data

Chart 4.13

Chart showing how empowered do the respondents feel working for the organization on a scale of 0-10



Source: Excel Output

INTERPRETATION

From the above graph, because none of the respondents have rated below 5, it is clear that the majority of the respondents are tremendously empowered while working for the firm. According to the graph, 35.5 percent of respondents gave a score of 9 out of 10, indicating that they are extremely empowered to work in the organization, while 24.5 percent gave a score of 7, 21.8 percent gave a score of 8, 11.8 percent gave a score of 10, 3.6 percent gave a score of 5, and only 2.7 percent gave a score of 7 out of 10. This indicates that the respondents have some autonomy and responsibility for making decisions at work

Table 4.14

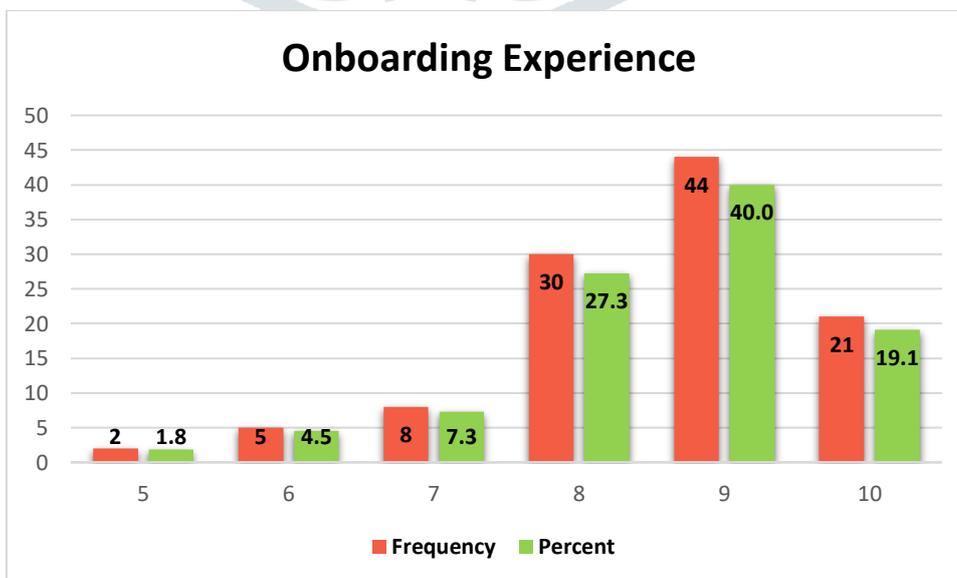
Table showing the onboarding experience of the respondents on a scale of 0-10

On a scale of 1 to 10, rate your onboarding experience.			
		Frequency	Percent
	5	2	1.8
	6	5	4.5
	7	8	7.3
	8	30	27.3
	9	44	40.0
	10	21	19.1
TOTAL		110	100.0%

Source: Survey Data

Chart 4.1

Chart showing the onboarding experience of the respondents on a scale of 0-10



Source: Excel Output

INTERPRETATION

According to the data in the table above, 40% of respondents are extremely satisfied with their onboarding experience. 27.3% received an 8, 19.1 percent received a 10, 7.3 percent received a 7, 4.5 percent received a 6, and only 1.8 percent received a 5. This indicates that most respondents had a positive onboarding experience

and believe they made the right decision by joining the company. The goal of onboarding should be to set new hires up for success and reduce the amount of time it takes them to adjust to their new responsibilities.

Table 4.15

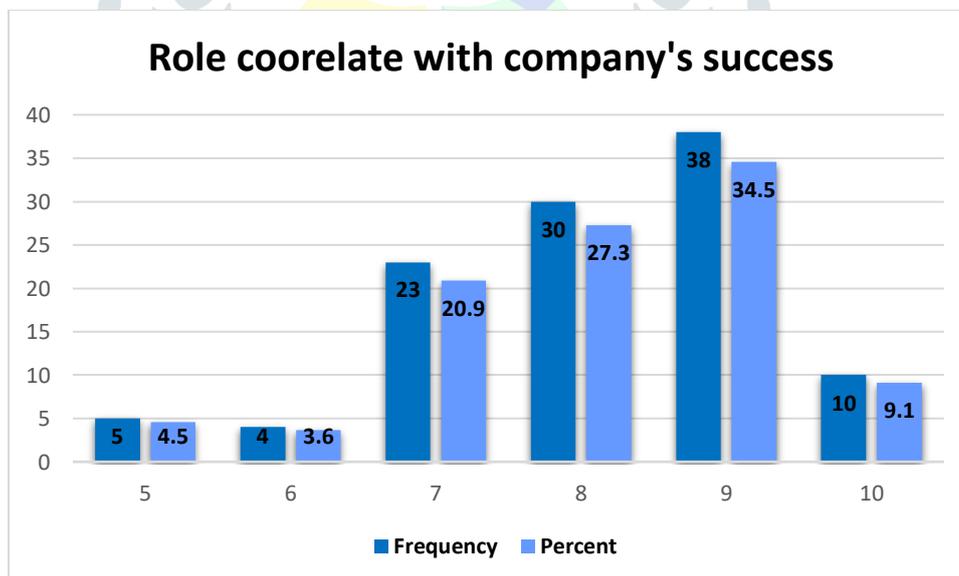
Table showing to what degree does the role of respondents correlate with the company’s success

To what degree does your role correlate to the company's success?			
		Frequency	Percent
	5	5	4.5
	6	4	3.6
	7	23	20.9
	8	30	27.3
	9	38	34.5
	10	10	9.1
TOTAL		110	100.0%

Source: Survey Data

Chart 4.15

Chart depicting to what degree does the role of respondents correlate with the company’s success



Source: Excel Output

INTERPRETATION

From the above chart, it is evident that 34.5% of the respondents feel that their job roles highly correlate with the organization’s goals and objectives, rating 9 out of 10. 27.3% have rated 8, 20.9% have rated 7, 9.1% have rated 10, 4.5% have rated 5, and only 3.6% have rated 6. It is all about hiring the right candidate for the right role to enhance the productivity of the employee to achieve the visions and missions of the organization. Supervisory level employees may feel that their role does not correlate to the success of the company but in reality, their role is contributed in the form of team activities.

Table 4.16

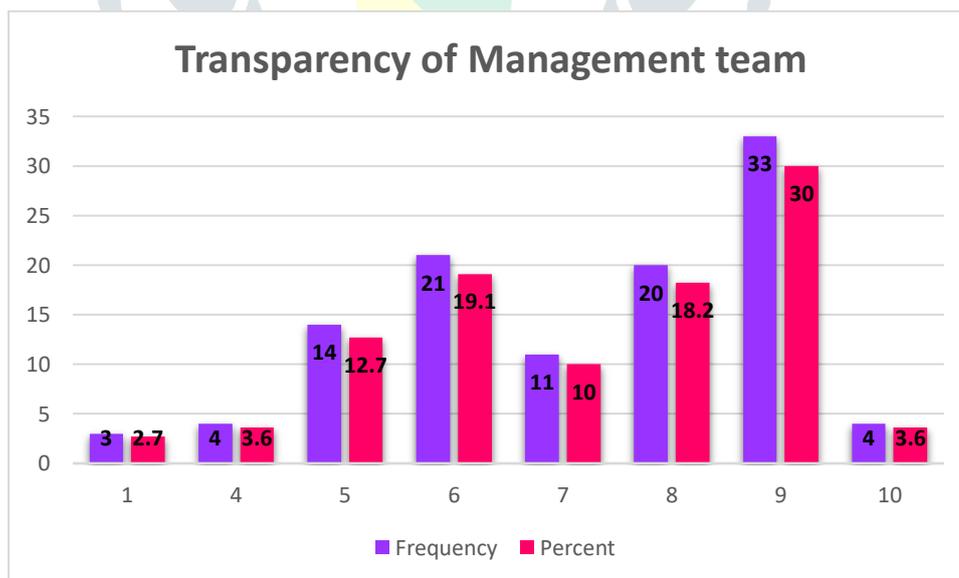
Table showing how transparent the management team is on a scale of 0-10

On a scale of 1 to 10, how transparent is the management team?			
		Frequency	Percent
	1	3	2.7
	4	4	3.6
	5	14	12.7
	6	21	19.1
	7	11	10.0
	8	20	18.2
	9	33	30.0
	10	4	3.6
TOTAL		110	100.0%

Source: Survey Data

Chart 4.16

Chart depicting the transparency of the management team on a scale of 0-10



Source: Excel Output

INTERPRETATION

From the above chart, it is found that 30.0% of the respondents have rated 9 out of 10 and they perceive that the management team is transparent in communicating the rights and responsibilities along with the decisions that might affect the productivity of the respondents. Meanwhile, 19.1% have rated 6, 18.2% have rated 8,

12.7% have rated 5 and 10.0% have rated 7. An equal of 3.6% of respondents agrees that the top management is transparent in the decisions and another set of 3.6% of respondents disagree with this fact. And certain respondents who contribute to 2.7% have rated 1, which shows that they feel that the organization does not disclose the necessary information to them.

Table 4.17

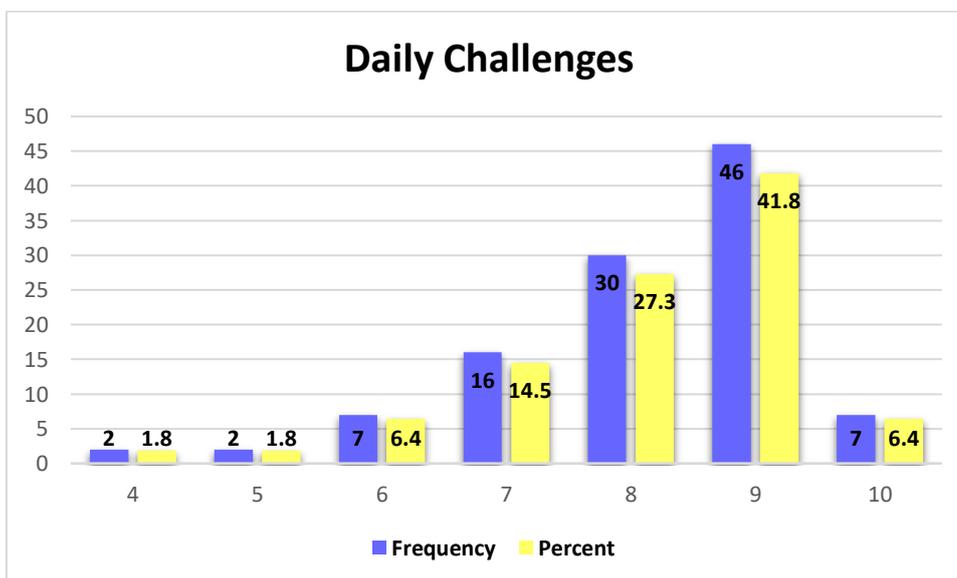
Table showing how challenging is the work daily

On a scale of 1 to 10, how challenged are you daily at work?			
		Frequency	Percent
	4	2	1.8
	5	2	1.8
	6	7	6.4
	7	16	14.5
	8	30	27.3
	9	46	41.8
	10	7	6.4
TOTAL		110	100.0%

Source: Survey Data

Chart 4.17

Chart presenting how challenging is the work daily



Source: Excel Output

INTERPRETATION

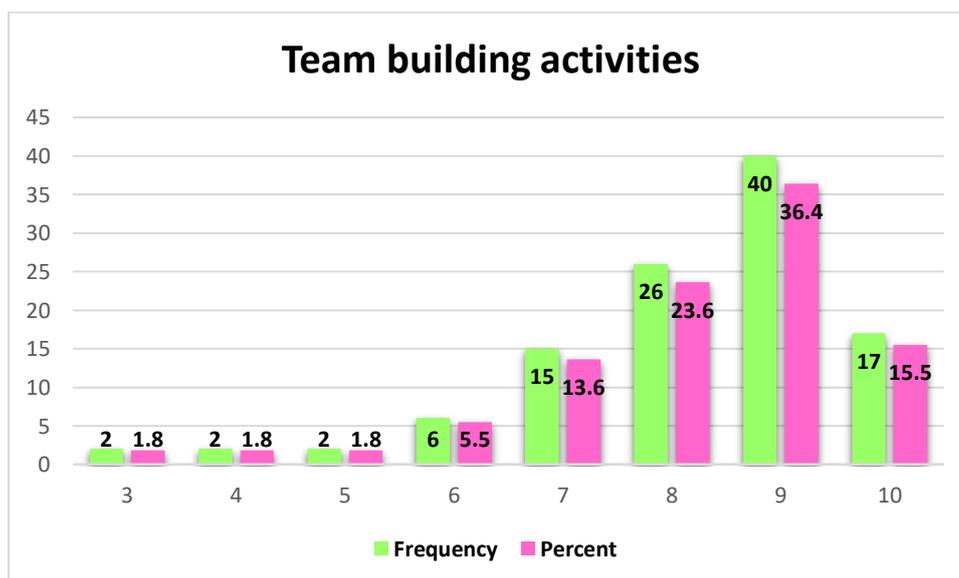
From the above table, we can interpret that most of the respondents face huge challenges at the workplace daily. Around 41.8% of the respondents have evaluated 9 out of 10, 27.3% have scored 8, 14.5% have rated 7, while 6.4% of the respondents have rated 6 and 10, with few supporting the high degree of challenges faced and few believing that the challenges are average. And few respondents have rated 4 and 5 contributing to 1.8% each, implicating that the challenges faced daily are moderate and achievable.

Table 4.18
Table showing how engaging are the team-building activities

On a scale of 0 to 10, how engaging are our team-building activities?			
		Frequency	Percent
	3	2	1.8
	4	2	1.8
	5	2	1.8
	6	6	5.5
	7	15	13.6
	8	26	23.6
	9	40	36.4
	10	17	15.5
TOTAL		110	100.0%

Source: Survey Data

Chart 4.18
Chart showing how engaging are the team-building activities



Source: Excel Output

INTERPRETATION

According to the above table, it is evident that respondents who have rated 9 out of 10 represent 36.4%, who believe that the team-building activities are extremely engaging. While 23.6% have rated 8, 15.5% have valued 10, 13.6% have rated 7 and 5.5% have rated 6. Whereas there is an equal response of 1.8% for 3, 4, and 5 respectively, who feel that the events in a team within the organization are least engaging and leaders do not encourage activities relating to improving the team efforts effectively and efficiently. Most of the respondents believe that workplace team building activities bring co-workers together by allowing them to strengthen friendships, develop cooperation abilities, and enjoy one other's company. Team building exercises can aid in the formation of a productive and dynamic group.

4.4 HYPOTHESIS TESTING

Ho: There is no relationship between company policy and employee performance.

Ha: There is a relationship between company policy and employee performance.

Table 4.19

CORRELATION TABLE: Company Policy and Employee Performance

Descriptive Statistics			
	N	Mean	Std. Deviation
Company policy	110	4.1879	.57119
Performance	110	4.2130	.33222

Correlations			
		Company policy	Performance
Company policy	Pearson Correlation	1	.228*
	Sig. (2-tailed)		.017
	N	110	110
Performance	Pearson Correlation	.228*	1
	Sig. (2-tailed)	.017	
	N	110	110

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Survey Data

INTERPRETATION

From the above table, it can be inferred that the value of the correlation between Company Policy and Employee Performance is 0.228, therefore there exists a positive correlation between company policy and employee performance.

The key to success is the performance of your employees. Every employee has a responsibility to contribute to the company's vision and mission which are a collection of rules, beliefs, values, and behaviors that employees are required to follow while working for the company and that describe the intended behavior. Employees contribute more to the organization when their views are in line with organizational policies. When management assumes that employees understand and are clear about the organization's policies and conventions, conflicts, or resistance arises. The performance of an employee depends on the communication and understanding of the company's norms, poor orientation of the organizational policies and culture will adversely affect the performance of employees.

The data derives from the statistical analysis portray that the significant correlation value is 0.017, which means that the p-value is less than 0.05. the positive relationship existing, affects the performance of employees due to organizational policies

Hence, the null hypothesis is rejected, and the alternative hypothesis is accepted. There exists a relationship between company policy and employee performance.

4.5 HYPOTHESIS TESTING

Ho: Employee engagement has no impact on the organizational relationship.

Ha: Employee engagement has an impact on the organizational relationship.

Table 4.20

REGRESSION TABLE: Employee Engagement and Organizational Relationship

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.687 ^a	.473	.468	.36264
a. Predictors: (Constant), Employee engagement				
b. Dependent Variable: Organizational relationship				

Source: Survey Data

INTERPRETATION

In the above table on model summer, the coefficient of determination is estimated by any changes in the dependent variable (Organizational Relationship) justified by the independent variable (Employee engagement) to an extent of R square value which is 0.473.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	12.726	1	12.726	96.772	<.001
	Residual	14.203	108	.132		
	Total	26.930	109			
a. Dependent Variable: Organizational relationship						
b. Predictors: (Constant), Employee engagement						

Source: Survey Data

INTERPRETATION

From the above ANOVA table, it is evident that the significant value (p-value) is <0.001, which is less than 0.05. Hence, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.361	.289		4.702	<.001
	Employee engagement	.669	.068	.687	9.837	<.001
a. Dependent Variable: Organizational relationship						

Source: Survey Data

INTERPRETATION

The coefficient table portrays that the significant value is <0.001 and that any change in the independent variable has an impact on the dependent variable.

Hence, we reject the null hypothesis and accept the alternative hypothesis, concluding that employee engagement has a significant impact on organizational relationships.

4.6 HYPOTHESIS TESTING

Ho: There is no influence of leadership on organizational effectiveness.

Ha: There is an influence of leadership on organizational effectiveness.

Table 4.21

REGRESSION TABLE: Leadership and Organizational Effectiveness

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617 ^a	.381	.375	.40835
a. Predictors: (Constant), Leadership				

Source: Survey Data

INTERPRETATION

In the above table on model summer, the coefficient of determination is estimated by any changes in the dependent variable (Organizational Effectiveness) justified by the independent variable (Leadership) to an extent of R square value which is 0.381.

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.071	1	11.071	66.396	<.001
	Residual	18.009	108	.167		
	Total	29.080	109			
a. Dependent Variable: Organizational effectiveness						
b. Predictors: (Constant), Leadership						

Source: Survey Data

INTERPRETATION

From the above ANOVA table, it is evident that the significant value (p-value) is <0.001, which is less than 0.05. Hence, the null hypothesis is rejected, and the alternative hypothesis is accepted.

Model		Coefficients				
		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.879	.284		6.624	<.001
	Leadership	.545	.067	.617	8.148	<.001

a. Dependent Variable: Organizational effectiveness

Source: Survey Data

INTERPRETATION

The coefficient table portrays that the significant value is <0.001 and that any change in the independent variable has an impact on the dependent variable.

Hence, we reject the null hypothesis and accept the alternative hypothesis, concluding that Leadership has a significant impact on organizational Effectiveness.

4.7 DESCRIPTIVE ANALYSIS

Objective: To study the psychological contract of employees concerning a competitive workforce

Psychological contracts are fluid and change over time because of organizational experience. They essentially stress the individual's belief framework, as well as what is expected of the organization and them. Employees provide a sense of control and can impact an employee's destiny in the organization because they are parties to contracts and can choose to fulfill their commitments. Give employees a sense of regularity, job security, and management to improve security. It centers around the perception of fairness in the relationship between work and reward, and therefore focuses on reciprocity.

Human resource professionals' ideas and vocabulary have evolved to include a psychological contract. In many modern Indian firms, relationships between employers and employees mirror a stressed-out marriage, with poor communication and low levels of trust. Neither party is reaping the full benefits of their employment relationship, which should be a key goal for businesses. Social skills, dispute resolution, and negotiation abilities are all required in a cooperative workplace. Group goals, work methods, assignments, workloads, and recognition are all common sources of conflict. At work, the psychological contract creates a competition between employers and employees for higher production. Human resource management is a strategy used by businesses to increase employee engagement in their jobs. Employees and businesses create and perceive value in terms of the advantages and total costs of the employment relationship.

There is a "bad side" to competitive behavior. When people are uncomfortable with their social situation, they may adopt a hierarchical view of themselves and others. This increases the likelihood of sadness, anxiety, and stress. The link between competitive insecure striving and self-harm, stress, anxiety, and depression implies that an atmosphere that sets a high value on competing and achieving ideals may hurt mental health. Collaboration between employers and employees is the only approach to meet today's difficulties.

In workplace psychology, the psychology of colors and how different varieties inspire different moods and feelings is a significant concern. Interior color choices in the workplace can have a significant impact on employee morale and productivity. According to a recent study by the University of Texas, bland grey, beige, and white offices induce feelings of sadness and depression, while green and blue colors create a sense of well-being that improves efficiency and focus, yellow can inspire innovation, and red creates a sense of unease and alarm that may affect the efficiency



CHAPTER V: FINDINGS, SUGGESTION, AND CONCLUSION

5.1 FINDINGS

- The study revealed that 36%(40 respondents) of the respondents recruited in the organization are aged between 21-25 years, 35% of them are between the age group 31-35 years(38 respondents), 19% are aged between 26-30 years(21 respondents), and 10% are aged above 35 years(11 respondents).
- The finding of the study reveals that 54% of the respondents(59) are male, 41% are female(45 respondents), and the remaining 5%(6 respondents) preferred not to reveal their gender.
- The study revealed that 49%(54 respondents) of the respondents in the organization work in the middle-level management, 35% (39)are recruited at the lower level, and 16% are employees at the top-level(17 respondents).
- The study uncovered that 49%(54) of the respondents have less than 5 years of experience, 34%(37) have experience of 5-8 years, 15%(17) have experience of 9-12 years, and 2% have work experience of more than 12 years(2).
- The finding of the study has revealed that out of the 110 respondents, an average of 4.36 agree that there are equal career development opportunities for all ethnicity, 4.33 feel that the organization is committed to diversity and inclusion, 4.30 agree that the company respects individuals and value their differences, and 4.24 feel that the leadership in the company encourages diversity.
- The study reveals that among the 110 responses, an average of 4.27 are calm under pressure, can cope with problems, and overcome obstructions swiftly, 4.17 feel that their managers are considerate about

lives outside the workplace, 4.14 agree that the managers play the role of a counselor, 4.13 feel that racial, ethnic, sexual, and gender-based jocks or slurs are not tolerated at the firm, and 4.12 believe that every employee in the company is provided with equal opportunities.

- The analysis revealed that amongst the responses, 4.25 believe that there is high clarity of the role to be performed and based on those clarities, performance is evaluated, 4.24 feel that the policies are regularly updated, 4.18 perceive those policies outlay the chain of command, 4.11 feel that the policies have a high level of efficiency, and 4.10 are aware of the current policies of the company.
- The finding of the study discloses that amidst 110 responses, 4.46 perceive that the physical work environment is conducive to quality production, 4.35 believe that pay package is the prime concern for the millennial generation, 4.29 feel that best ideas are always appreciated, 4.27 feel managers assign reasonable work with fair deadlines, 4.25 feel policies and procedures are clear and transparent, 4.22 picture that the company has a clear corporate culture and values, 4.17 are willing to work for the organization for the next 2-5 years, 4.07 feel that the company makes the utmost use of their skills and abilities and 3.42 feels that loyalty is always measured by year of experience.
- The study reveals that among the 110 responses, an average of 4.30 have a smooth and stable relationship with their colleagues, 4.28 believe that the company attracts and retains outstanding employees, 4.26 feel that employees are respectful of one another, and internal communication is straightforward and effective., 4.06 perceive that management recognizes strong job performance, and 3.95 feel that their opinion matters in decision-making.
- The finding of the study shows that within the 110 responses, 4.52 feel proud to be a part of the company, 4.45 believe that the vibe in the organization is positive and motivating, 4.43 feel comfortable contributing ideas and opinions in the workplace, 4.24 feel aligned with the company's goal, 4.22 believe there is high diversity in the workforce which enables better innovation, 4.16 feel include and respected in the organization, and 3.86 perceive the company's wellness policies and fitness initiatives are enough.
- The study reveals that in 110 responses, 4.51 actively seek ways to improve their work performance, 4.35 come up with innovative answers to new difficulties, and 4.32 arrange their work so that it may be completed on time, 4.31 continue to seek new challenges in their profession, 4.15 feel that collaboration with others is very productive, 4.05 receive sufficient learning opportunities in their role, and 3.80 can take decisions that could impact their performance.
- The study reveals that with 110 responses, an average of 4.35 believe that leadership in the organization encourages team building, 4.20 feel that leaders communicate a vision that motivates the respondents, 4.19 feel that the manager's morale sets the tone for the office morale, and 4.06 believe that the leaders keep people informed about the happenings in the organization.
- The analysis reveals that 35.5 percent of respondents gave a score of 9 out of 10, indicating that they are extremely empowered to work in the organization, while 24.5 percent gave a score of 7, 21.8 percent gave a score of 8, 11.8 percent gave a score of 10, 3.6 percent gave a score of 5, and only 2.7 percent gave a score of 7 out of 10.

- The study reveals that 40% of respondents are extremely satisfied with their onboarding experience. 27.3 percent received an 8, 19.1 percent received a 10, 7.3 percent received a 7, 4.5 percent received a 6, and only 1.8 percent received a 5.
- The findings of the study show that 34.5% of the respondents feel that their job roles highly correlate with the organization's goals and objectives, rating 9 out of 10. 27.3% have rated 8, 20.9% have rated 7, 9.1% have rated 10, 4.5% have rated 5, and only 3.6% have rated 6.
- The study reveals that 30.0% of the respondents have rated 9 out of 10 and they perceive that the management team is transparent in communicating the rights and responsibilities along with the decisions that might affect the productivity of the respondents, 19.1% have rated 6, 18.2% have rated 8, 12.7% have rated 5 and 10.0% have rated 7. An equal of 3.6% of respondents agrees that the top management is transparent in the decisions and another set of 3.6% of respondents disagree with this fact. And certain respondents who contribute to 2.7% have rated 1
- The analysis shows that 41.8% of the respondents have evaluated 9 out of 10, 27.3% have scored 8, 14.5% have rated 7, while 6.4% of the respondents have rated 6 and 10, with few supporting the high degree of challenges faced and few believing that the challenges are average. And few respondents have rated 4 and 5 contributing to 1.8% each.
- The study reveals that 36.4%, believe that the team-building activities are extremely engaging. While 23.6% have rated 8, 15.5% have valued 10, 13.6% have rated 7 and 5.5% have rated 6. Whereas there is an equal response of 1.8% for 3, 4, and 5 respectively.
- The study revealed that there exists a relationship between company policy and employee performance. The positive relationship among these two attributes is interlinked with each other and any improvement in one attribute will affect the improvement of the other attribute.
- The study reveals that there is a significant impact of employee engagement on organizational relationships. any change in the employee engagement model will significantly impact the relationship of employees in the organization.
- The findings of the study reveal that there is an influence of leadership on organizational effectiveness. The change in leadership style will have a substantial influence on organizational effectiveness.

5.2 SUGGESTIONS

While undertaking this study it was observed that due to the requirement of certain specialized skills among employees, there is a rise in intra-organizational conflicts, so the following recommendations are made to the company to strengthen the solution:

- To enhance the relationship between employer and employee, leaders must encourage their subordinates to contribute to the decision-making process and consider their opinion.
- Since the company policies have a strategic effect on the performance of employees, it is important to communicate the policies to each employee, and the company policy should support employees' development and, where necessary, assist in boosting their performance standards.

- An employee handbook could be the right way to communicate the basic constitution for the employees. It can include a set of policies, rules, principles, values, and behaviors, which the employees are expected to follow while working for the organization and define a desirable behavior.
- The company can improve its employee code of conduct policy, social media policy, employee privacy policy, and performance management policy that can help the organization to evaluate the performance of individuals.
- In today's highly competitive market, employee involvement has become a critical aspect of a company's success. Talent retention, consumer loyalty, organizational success, and shareholder value all benefit from high levels of engagement.
- Enhancing the Employee Engagement Program (EEP) will improve the relationship between team members.
- The organization can enrich the wellness policies and initiate exertion activities to retain skilled and talented employees and lower the attrition rate among the millennial generation.
- Employees should be given opportunities to give their opinions to a team so that they can improve their performance and feel comfortable contributing to the fitness of the company.
- Diversity can be practiced in conjunction with inclusion while recruiting diverse talent and retaining skilled and talented employees.
- The firm can show concern about its employees' psychological well-being and how an employee realizes their abilities, copes with the normal stresses of life, works productively and fruitfully, and contributes to the organizational performance.
- All employees may be good in one area but lacking in another. Corporate policies need to support employee development and, if necessary, help improve employee performance standards.
- Employees are more active by believing that their employer is interested in their growth and supporting the company's mission to improve their skills and knowledge while providing the opportunity to achieve their personal career goals. Become a target. position.
- Since most of the employees are empowered working in the organization, encouraging employees, not just star players, to incorporate ideas and solutions. Facilitate teamwork by creating opportunities for collaboration, adapting to individual work styles, and giving everyone the freedom to make decisions and modify courses.
- Communication and knowledge-sharing technologies work in a business culture that relies on trust as well as fear. At this time, there may not be a direct correlation between the level of people's willingness to cooperate and the level of trust.

5.3 CONCLUSION

Grassroots only play a supervisory role in the company's business, so appropriate risk management policies need to be developed and implemented. There is a threshold at which the value of a company increases as the governance score increases. Managers don't want to be bad leaders. They lack a clear understanding of what changes are needed to get the most out of everyone and make a big impact. Leadership Principle does not change with fashion, but leadership practices need to change as the business environment and technology change. Corporate governance in the 20th century was very industrial, with superiors planning and ordering decisions from their subordinates. Leadership in the 21st century is possible only through motivation and acceptance. As a company becomes more complex, leadership becomes contextual. The majority of organizational issues stem from relational factors. A fundamental concern of these relational power sources is who has the knowledge or who is close to decision-making authority. All these difficulties must be dealt with systematically by organizational leaders to avoid conflict, and organizational rules and culture may serve as a guide for them to deal with such challenges.

In today's competitive and thriving business environment, improving employee mental health and well-being is more important than ever. A healthy workforce improves job performance and cooperates more and reduces occupational accidents. Organizations with well-established wellness programs can enjoy a better image and attract and retain talented employees. With a successful EEP, leaders can improve the quality of work for their employees, promote a balance between work and life, empathize with them, and help them develop a sense of purpose.

Awareness of happiness is spreading. The prevailing stresses of modern life and the quest for antidotes against them drive this awareness. Organizations need to add the psychodynamics that work challenges create. When an organization collects data about work challenges and workloads and links it to internal or external factors, it provides powerful resources. It allows companies to indulge in good health communication and networking. Major transformations often result from the constant flow of small reorganizations that have failed across the organization. When a company typically forms a team dedicated to organizational design to anticipate this issue, it lacks both a clear link to business strategy and the skills to drive OEO (Office of Equal Opportunity) to help the organization understand. Therefore, the current inertia is strengthened. The value of a successful operating model conversion breaks away from the redesigned treadmill faster, unleashing the promised value of current and future operating model conversion efforts. Initial benchmarking procedures for changes that adapt to a particular organization at a particular time are inseparable from leadership. That is also important to get the right people to accept the change program.

Team competitions increase participation and drive people to help each other achieve. Managers can use them to recognize leadership and initiative qualities, which may cause promotions and more responsibilities. Employees are motivated to figure harder to achieve equivalent results. Employee engagement programs must be well-organized and structured to achieve success within the workplace. Employees must understand that any rivalry with their peers is predicated on trust and production instead of fear and despair. When things become toxic, it raises the issue of competitiveness in the workplace. However, those with a healthy

competitive attitude are willing to push the boundaries, solve problems, and trust their instincts. All of these are great skills that lead to innovation and the success of your organization. For a company to maintain an effective workforce, it is essential to improve the skills of its employees. In today's business environment, this is true for most industries. Companies across the country are experiencing unexpected or unplanned changes. It is important to keep up with these changes. There are many differentiators for the employees who are engaged. They want to enjoy their work, make friends with their colleagues, and help the company achieve its goals. They also tend to stay at work longer than unemployed employees. The challenge even encourages people to try new things and even quit their jobs to do household chores. Feeling challenged often leads to better performance. The key to finding a healthy balance with competition in the workplace is to make sure that people are competing not only with each other but with themselves. This result is one of the most important benefits that gamification offers.

Leaders may foster a culture that values each employee's time, makes them happy, and reduces burnout. In addition, some collaboration tools have the following features: For example, work hours that can be segmented in an employee's calendar, and ways to reduce distractions and notifications that help everyone maintain a balance between work and life. Work and life. The organization also wins multiple votes. 89% of executives say that regardless of the role or seniority, new ideas for corporate success must come from everyone in the organization. Leading companies understand this, and many are taking concrete steps to level the hierarchy, promote diversity, and promote creative thinking at all levels. More than half of American workers say they are regularly asked to innovate the way things are done, but only two in five encourage their company to invest time in innovation.

A year after the global cataclysm of 2020, conversations about the future of work are intensifying. Before the pandemic, employees, company executives, and analysts wondered how their work needed to evolve, but the crisis moved the future to the present. bottom. Virtually overnight, millions of businesses and workers have become part of a year-long global remote work experiment testing collaboration and productivity tools in the living room, time zone, and continent. Some companies have been able to introduce new solutions or adapt existing ones to stay connected and productive with their employees, but many are struggling. Problematic companies quickly realized that the tools weren't designed for the complete, scalable, secure, or cloud era.

5.4 IMPLICATIONS FOR FUTURE RESEARCH

An intra-organizational relationship is a restively wider concept in itself, future research is needed to determine what is intra-organizational relationship and how to maintain an effective and efficient relationship in an organization.

The competitive workforce is a vast topic of discussion, and the implication of intra-organization relations has a significant effect on the performance and productivity of employees. Future studies can be based on the factors that influence the workforce to be competitive and how organizations can bring in healthy competition in the workplace.

The psychological contract is based on the mental well-being of the employees, future research may bring in the concept of employee competition and its effect on the psychological contract on individuals.

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ANNEXURE

SURVEY QUESTIONNAIRE

Dear Respondent,

Organizations need to develop strong and trusting connections with their employees. For a long-term economic growth organization, the shortage of current and future labor is a critical concern. Good conflict management among employees makes decision-making inside the organization easier. Age, pay, education, tenure, and financial knowledge are all factors that influence employee investment. I am pursuing my research on "A STUDY ON THE IMPACT OF INTRA-ORGANIZATIONAL RELATIONSHIP FOR DESIGNING A COMPETITIVE WORKFORCE & ACCELERATED ORGANISATIONAL EFFECTIVENESS WITH SPECIAL REFERENCE TO QUESS CORP Ltd.". The purpose of this study is to investigate the impact of intra-organizational relationships on workforce performance and engagement with the workplace.

I shall appreciate it if you respond to all the questions. I assure you that the information provided by you will be used for academic research only and will be kept strictly confidential.

Thank You
Yashaswini PM
M.Com (International Business)
Mount Carmel College, Autonomous
Bengaluru

Section 1: Demographic Profile

1. Age
 - 21-25
 - 26-30
 - 31-35
 - Above 35

2. Gender
 - Female
 - Male
 - Prefer not to say

3. Level of management
 - Low-level
 - Middle level
 - Top-level

4. Years of Experience

- Less than 5 years
 5-8 years
 9-12 years
 12 & above

Section 2: Company Policy

5.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
I am aware of the current policies of the company.					
The policies have a high level of efficacy.					
The policies are regularly updated.					
Policies outlay the chain of command.					
There is a high clarity of the role to be performed.					
Based on the above, performance is elevated.					

Section 3: Organizational relationship

6.

	Strongly disagree	Disagree	Neutral	Agree	Strongly Agree
Communication within the organization is clear and effective.					
Management recognizes strong job performance.					
Employees treat each other with respect.					
My opinion matters in the decision-making.					
My relationship with colleagues is smooth and stable.					
The company attracts and retains outstanding employees.					

Section 4: Employee Engagement and Performance

7.

I feel proud to be a part of the company.					
I feel comfortable contributing ideas and opinions in the workplace.					
The vibe of the work environment is positive and motivating.					
The management team is transparent.					
There is high diversity in the workforce which enables better innovation.					
The company's wellness policies and fitness initiatives are enough.					
I feel aligned with the company goal.					
I feel included and respected in this organization.					
I manage to plan my work so that it was done on time.					
Collaboration with others was very productive.					
I keep looking for new challenges in my job.					
I come up with creative solutions to new problems.					
I actively look for ways to improve my performance at work.					
I can make decisions impacting my work.					
I receive sufficient learning opportunities in my job.					

Section 5: Leadership and Workforce Diversity

8.

The leaders communicate a vision that motivates me.					
The leaders keep people informed about what is happening.					
The manager's morale sets the tone for the office morale.					
Leadership in my organization encourages team building.					
The organization is committed to diversity and inclusion.					
The leadership at the company encourages diversity.					
There is an equal career development opportunity for all ethnicities.					
The company respects individuals and values their differences.					

Section 6: Employee Well-being

9.

The manager plays the role of a counselor.					
My manager is considerate of my life outside work.					
I am calm under pressure, cope with problems, and overcome setbacks quickly.					
Racial, ethnic, sexual, and gender-based jokes or slurs are not tolerated at this organization.					
Every employee in the organization gets equal opportunities.					

Section 7: Employee Satisfaction

10. On a scale of 1 to 10, how empowered do you feel working in the organization.

1	2	3	4	5	6	7	8	9	10
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Not at all empowered

Extremely empowered

11. On a scale of 1 to 10, rate your onboarding experience.

1	2	3	4	5	6	7	8	9	10
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12. To what degree does your role correlate to the company's success.

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Not at all correlates

Extremely correlate

13. On a scale of 1 to 10, how transparent is the management team?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Not at all transparent

Extremely transparent

14. On a scale of 1 to 10, how challenged are you daily at work?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Not at all challenging

Extremely challenging

15. On a scale of 0 to 10, how engaging are our team-building activities?

1	2	3	4	5	6	7	8	9	10
---	---	---	---	---	---	---	---	---	----

Not at all engaging

Extremely engaging



Section 8: Organizational Effectiveness

16.

Policies and procedures are clear and transparent.					
The physical work environment is conducive to quality production.					
The company has a clear corporate "culture" and values.					
Best ideas are always appreciated and rewarded.					
The manager assigns reasonable work with fair deadlines.					
The company makes good use of my skills and abilities.					

Loyalty is always measured by years of experience.					
Pay package is the prime concern for the millennial generation.					
I am willing to work for this company for the next 2-5 years.					

