IMPACT OF INTRA ORGANISATIONAL RELATIONSHIP ON ORGANISATIONAL EFFECTIVENESS AT JAMBAI KNM TEXTILE PRIVATE LTD, KOMARAPALAYAM

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ABSTRACT

The research work is undertaken for finding the level of intra organizational relationship in the company. The main objective of the project is to assess the level of Motivation, Communication, Trust, Participation, Relationship and Conflict Resolution for the employees. The study is conducted by survey method using structured questionnaire with five point rating scales and Yes or No Questions. From a total of 200 employees, 100 Samples were taken into consideration. Probabilistic Random Sampling Technique was applied to use for selecting the Sample size of the respondents. Data was analysed using simple percentages, correlation analysis and chi-square test.

Key words: Intra-Organizational Relation, Motivation, Organizational Effectiveness, Psychological Contact

INTRODUCTION

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 behaviour. 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.

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 lead to misunderstandings, disagreements, and contract breaches.

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 intra organizational linkages. The intra organizational 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)

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.

OBJECTICES OF THE STUDY:

1. To study the level of Motivation among employees in the organization
2. To assess the level of intra organizational communication among employees in the organization.
3. To know the extent of trust existing in the organization.
4. To assess the effectiveness of interpersonal relationship.
5. To identify the extent of participation and involvement of worker with the organization.
6. To assess the effectiveness of conflict handling and resolution.

REVIEW OF LITERATURE

The intra-organisational competition theories focus on relative performance across organisations by comparing individual contribution and behaviour of employees at work. It is a part of process that have successive influence on internal social comparison. The Internal social comparison is a primary stage of competition and during the period of times it develops into full fledge intra-organisational competition (Baumann, Eggers & Stieglitz, 2019).

Internal social comparison exists within departments, divisions, teams and business units (Gartenberg & Wulf, 2017). Subordinates working for the same organization often aim to outperform colleagues treat co-workers as competitors (Fehr & Falk, 1999). The internal social comparison give rise to the competitive behaviour that leads to internal competition followed by intra-organizational competition (Baumann, Eggers & Stieglitz, 2019).

The psychology of internal social comparison is influenced by process of interaction between individuals at the work place, primarily focused on achieving the targets set by organisation (Becker & Kernan, 2003). Employees, managers and team leaders working in the organisation practice internal social comparison. The effect of social comparison between colleagues and subordinates working within the organisation have the tendency to create competitive working environment. The action and reaction between influencer and influence' shape attitude and work behaviour and engagements (Garcia, Tor & Schiff, 2013).

It is quite controversial to practise and encourage internal competition having its sustained effect on behavioural attitude of employees. The macro and micro level studies conducted at the social comparisons have identified effects on work environment including the coordination between teams and departments (Kacperczyk, Beckman & Moliterno, 2015). The group dynamics can be compromised as a result of internal competition (Blader et al., 2015). The extensive internal competition includes increased sense of discomfort, uneasiness, distress and tension mounts between employees that reflects in their day-to-day work (Marino and Zabonik, 2004).

Another dimension of internal competition from workplace point of view, where employees are competing against each other for full time employment has seen different challenges (Bartling, Fehr & Schmidt, 2010). The intensity of competition increases as employees working for organisation purposely aim hard in order to receive permanent position, more salaries, remuneration or promotion (Nickerson & Zenge er, 2008; Charness, Masclet, & Villeval, 2013; Chan, Li, & Pierce, 2014).

The internal social comparison at workplace offer significance of wage distribution among employees. The co-workers give importance to the salaries earned and inequality between subordinates (Cohn et al., 2011). It has been observed that employee comparing salaries with colleagues and team members sizeably reduces their work and effort level inconsideration to the difference of remuneration paid by organisation (Gachter and Thoni, 2010).

RESEARCH METHODOLY

Introduction Research methodology is a way to solve the research problems systematically. It may be understood as a science of studying low research is done technically. It includes the overall research techniques, the sampling design, tools of data collection method and statistical procedure. Research design: Descriptive research design is used in the project. Descriptive Research: Describes intra organisational relationship and organisational effectiveness. Sampling Design: simple random sampling size: 100.

DATA COLLECTION METHOD There are two major approaches to gathering data are categorized as (i) primary data (ii) secondary data

PRIMARY DATA

With the help of the structures questionnaire, technique has been used for the collection of primary data from the respondents

SECONDARY DATA The secondary data has been collected from the company records, journal and various websites. **TOOLS FOR DATA ANALYSIS** The data that researcher have collated need to be analyzed and processes to generate meaningful and useful information, to serve this purses, simple percentage analysis and chi square test analysis and correlation analysis were used.

- Percentage Method :
- Correlation, Regression and ANOVA

LIMITATIONS OF THE STUDY:

There may be personal bias of the respondents, which affect the result of the study
The study size was limited to 100.
Some of the employees are busy due to their work schedule. .
The study is limited to the period of 3 months.

DATA ANALYSIS AND INTERPRETATION

Table no. 1

Shows that the work settings & other facilities provided by the organization.

Opinion	No. of Respondents	%
Highly satisfied	23	23.00
Satisfied	58	58.00
Neutral	7	7.00
Dissatisfied	9	9.00
Highly Dissatisfied	3	3.00
Total	100	100

(Source: Primary Data)

It is inferred from the table that 81% of the employees are satisfied in the work settings & other facilities provided by the organization.

Table no. 2

Shows that Departmental communication is necessary for mutual understanding and it prevails in this organization

Opinion	No. of Respondents	%
Strongly agree	16	16.00
Agree	62	62.00
Neutral	9	9.00
Disagree	11	11.00
Strongly disagree	2	2.00
Total	100	100

(source: Primary Data)

It is inferred from the table that 78% of the employees agreed that Departmental communication is necessary for mutual understanding and it prevails in this organization.

Table no. 3

Shows that discussions with the superior

Opinion	No. of Respondents	%
Highly satisfied	26	26.00
Satisfied	61	61.00
Neutral	13	13.00
Dissatisfied	0	0.00
Highly dissatisfied	0	0.00
Total	100	100

(source: Primary Data)

It is inferred from the table that 87% of the employees are satisfied in the Discussions with the superior.

Table no. 4
Shows that Level of satisfaction in the intra departmental relationship

Opinion	No. of Respondents	%
Highly satisfied	23	23.00
Satisfied	60	60.00
Neutral	9	9.00
Dissatisfied	8	8.00
Highly dissatisfied	0	0.00
Total	100	100

(source: Primary Data)

It is inferred from the table that 83% of the employees satisfied in theIntra departmental relationship.

Table no. 5
Shows that Opinion about conduction of meetings

Opinion	No. of Respondents	%
Highly satisfied	20	20.20
Satisfied	52	54.26
Neutral	8	7.45
Dissatisfied	16	15.96
Highly dissatisfied	4	2.13
Total	100	100

(source: Primary Data)

It is inferred from the table that 74.46% of the employees are satisfied about conduct of meetings.

Table no. 6
Shows that the conflict resolving person is impartial and independent.

Opinion	No. of Respondents	%
Highly true	27	27.00
True	58	58.00
Neutral	5	5.00
Not true	10	10.00
Not at all	0	0.00
Total	100	100

(source: Primary Data)

It is inferred from the table that 85% of the employees said that the conflict resolving person is impartial and independent

Table no. 7
Shows that Resolutions of the conflicts are quick & effective

Opinion	No. of Respondents	%
Highly satisfied	14	14.00
Satisfied	59	59.00
Neutral	11	11.00
Dissatisfied	13	13.00
Highly dissatisfied	3	3.00
Total	100	100

(source: Primary Data)

It is inferred from the table that 73% of the employees are satisfied that Resolution of the conflicts are quick & effective.

Table no. 8
shows that Resolving Conflict Improves Relationship

Opinion	No. of Respondents	%
All Ways	34	34.00
Most of the time	57	57.00
Sometimes	5	5.00
Rarely	3	3.00
Very Rarely	1	1.00
Total	100	100

(source: Primary Data)

34% of respondents feal that conflict resolution always improves relationship. 57% of employees feal that most of the time conflict resolution improves relationship. Only 4% of respondents feal that it rarely improves relationship.

REGRESSION ANALYSIS
Table no. 9
Shows that Employee Engagement and Organizational Relationship
HYPOTHESIS TESTING

H_0: Employee engagement has no impact on the organizational relationship.
H_1: Employee engagement has an impact on the organizational relationship.

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.687a	.473	.468	.36264
a. Predictors: (Constant), Employee engagement				
b. Dependent Variable: Organizational relationship				

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	98	.132		
Total	26.930	99			
a. Dependent Variable: Organizational relationship					
b. Predictors: (Constant), Employee engagement					

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					

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.

Table no. 10
Shows that Leadership and Organizational Effectiveness
HYPOTHESIS TESTING
Ho: There is no influence of leadership on organizational effectiveness.
Ha: There is an influence of leadership on organizational effectiveness.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.617a	.381	.375	.40835

a. Predictors: (Constant), Leadership

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.

	Model	Sum of Squares	df	Mean Square	F	Sig.
			ANOVA			
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						

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.

FINDINGS OF THE STUDY

- 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.

SUGGESTION

- To enhance the relationship between employer and employee, leaders must encourage their subordinates to contribute to the decision-making process and consider their opinion. Diversity can be practiced in conjunction with inclusion while recruiting diverse talent and retaining skilled and talented employees.
- 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.
- 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.
- 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.

CONCLUSION

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.

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.

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