

## A STUDY ON IMPACT OF INTRA-ORGANIZATIONAL RELATIONSHIPS ON ORGANIZATIONAL EFFECTIVENESS

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### ABSTRACT

The success of any organization depends on the interpersonal relationship between employer and employee and those among the employees. A good and healthy environment assists in cultivating trust, enhancing communication, and building empathy, developing mutual respect and promoting a favourable workplace atmosphere. In turn this results in enhancing employee productivity that triggers positive outflow in terms of goodwill, sustainability, and motivation among the employees .

In this research, data is collected from 110 respondents to identify the impact of intra organizational relationships on organizational effectiveness. Primary data is collected through questionnaire and personal interview from people who are employed in diverse organizations in Indore city. The demographic variables in the study are: Age, Gender, Experience, Level of Management.

This study attempts to study the impact of intra-organizational relationships on the productivity of employees The outcome of the study reveals that there is a strong positive link between a leadership, Employee engagement and employee productivity

Key Words: Intra-Organization Relationship, Employees engagement, Leadership, Employee relations.

### 1. INTRODUCTION

Organization is a social system. Each component of an organization influences the others. That is, there is such a strong relationship between the elements that anything that occurs at one end affects the other end. This relationship is not just between the components and elements of the organization, but also with the surrounding area. When organizations function properly, these connections and interrelationships are established, and over time the behavior of the organization becomes systematized and orderly.

The rapidly evolving business environment, new work culture and ethics, and variations in workforce composition have prompted the advancement of organizational theories and behavior. Organizations are now an integral component of human existence and civilization, and they play a significant role in the successful and efficient management of a number of human life issues. The superior intensity of reason, dynamism, complexity, and specialization that modern organizations exhibit is illustrative of this. All organizations' internal and external surroundings have an impact on how they operate, and a management information system might help a company project a more positive public image.

Organizational behavior mainly focuses on the reasons behind why employees behave in a specific manner in workplaces, what influences these behaviors, and how employees might be inspired to exhibit desired workplace behaviors. Numerous theories, guidelines, and generalizations have been produced in the fields of economics, political science, anthropology, sociology, and psychology to have a thorough understanding of human resources and the factors affecting them. Individual team members must align their aspirations with the organization's objectives, temper them, and alter their conduct to fit the culture of the group.

Employees naturally exhibit different behavior at work than they do in social contexts, mainly due to the business's established organizational framework. Organizational behavior is influenced by a number of variables, including the company's structure, policies, and practices, the efficacy of the management, and interactions between coworkers.

All of these factors have the potential to motivate workers to put in more effort or to cause disengagement. When new employees enter a company, the organizational culture has a significant impact on how they act. People want to blend in with the environment since they are social beings.

Maintaining a healthy working environment is the responsibility of the entire team, not just one person. A group can only function effectively if everyone joins forces and strives for the same

objective. As a result, it is essential that team members participate proactively to develop positive relationships with one another. The need to earn a living ensures that people will report to work, but organizational behavior implies that in order to perform to their highest potential, employees need other sources of motivation.

The concept of organizational effectiveness looks at how effectively and successfully a business accomplishes its most fundamental business goals. A well-designed, well-run organization is like an efficient machine. With low wastage of time and resources, its moving elements work together to provide the desired results for the firm. It is a fact that when the organizational version is performing at its peak, general performance inevitably increases. Examples of management functions include defining the future, setting direction, becoming organized, setting priorities, correctly enforcing them, readability in directions, effective communication, intention alignment, developing talent, creating responsibility, assigning, and achieving results.

With the recent COVID19 outbreak, many businesses have come to understand how important employee happiness is to both their performance and, ultimately, their bottom line. Companies must discover strategies to address the increased demand for empathy among their employees, who appear irritated and nervous. Employee satisfaction is more crucial than ever because companies are finally grasping the potential it has to improve workers' lives, lower absenteeism and healthcare expenses, and build a good and healthy workplace culture. The COVID19 pandemic has undeniably brought mental health to the forefront, increasing awareness and fostering future empathy.

### 1.1 Organizational Relationship

Relationships are one of the most crucial components of a cohesive workplace. The effectiveness and caliber of a person's interactions with other people have a significant impact on that person's achievement. Just as a culture of positive or negative connections can determine the success or failure of a business, a good or terrible relationship can make or break a worker. Relationships keep a business together and enable its employees to operate in a relaxed and healthy environment. Ties inside an organization contribute in personal support and cohesion.

A healthy partnership is composed of several different, distinct elements. Any business must also have a good working relationship with its staff if it is to succeed. If businesses want to

place a broad emphasis on increased output and completely accomplish their specified aims and objectives, the relationship between employers and employees must be developed. Management and personnel should embrace the shifting dynamics of global markets rather than separating them in order to develop a solid relationship.

There are many different degrees of interactions inside an organization, some of which may develop into deeper connections. These exchanges involve both formal and informal conversations that occur vertically and horizontally. Formal horizontal (lateral) interactions are based on equality and reciprocity between employees and supervisors at the same level within a work unit as opposed to formal vertical relationships, which are based on authority. The informal relationships in both directions are the results of people's innate desire to develop social connections and are based on shared professional and personal experiences.

### 1.2 Intra-Organizational Relationships

Any organization's success is centered on its workforce. Work is completed more quickly by employees who collaborate with their superiors and foster a positive working relationship. The profitability and compelling benefits of a firm depend on managing employee interactions. Employee relations (ER) play a big role in determining how well a firm performs overall. Due to the fact that effective employee relationship management raises employee satisfaction and performance.

It must be ensured that the employer-employee and employee connections are well-cared for because employees are the backbone of any business. When most formation obligations and commitments are made at the beginning of a partnership, the level of effective and extended comprehensive interaction can have a considerable impact on the size of the problems that develop between two parties.

### 1.3 Intra-Organizational Networking

Intra organizational networks are the aggregate of a company's formal and informal relationships. Four basic types of intra-organizational linkages can be identified based on the presence or

absence of formal and informal qualities in the ties between two organization members. They all make up the intra-organizational network. Intra-organizational networks are important on three levels. At work, people's networks affect opportunities, perceptions, and conduct at all stages of their careers: from getting recruited to getting promoted and fired, and from learning the ropes to finishing the job. The structure of the informal network benefits workgroups at all stages of production.

#### 1.4 Coordination, Communication and Conflicts within the organization

The systematic synchronization of employee efforts inside a company to provide the right quantity, quality, and timing of execution in order for their combined efforts to accomplish the company's stated objectives is referred to as coordination. Members of an organization have a variety of responsibilities. By coordinating their efforts, a line manager can prevent potential conflict amongst personnel, duplication of effort, waste, and depletion of limited resources.

One of the most important requirements for a successful business is effective internal communication. It is essential to any workplace strategy since it has a significant impact on employee engagement, cooperation, workplace trust, and employee experience.

The effectiveness of an organization's communication strategy has a positive effect on how quickly social change occurs. Building an organization's relationship architecture is made possible by intra-organizational communication.

Not only is intra-organizational conflict common, but it may also be helpful if handled properly. Depending on how the company and its leadership choose to handle conflict and realize the benefits it provides, conflicts can be fruitful or destructive. Contrary to popular belief, intra-organizational conflict does not always result in dysfunctional effects on a company's performance. Although there may be times when dispute is so fierce that it threatens to topple the organization. An internal conflict that occurs in a company is referred to as intra-organizational conflict.

## 2. LITERATURE REVIEW

Review of the literature pertains to what has been published by reputable researchers and scholars that is pertinent to the field and topic of the research problem being considered. It identifies the concepts and information that have been established concerning the problem. With

the aid of a review of the literature, the originality and relevance of the research problem are emphasized.

➤ P M (2022) examines the relationship between company policies and employee performance, as well as the effects of employee engagement programmes and leadership on organizational relations and effectiveness. This study offers a comprehensive understanding of the psychological contract and the effects of these aspects on the interpersonal dynamics within organizations and the workforce's competitiveness.

Employees offer more to the organisation when their opinions align with organizational policies, and employee engagement and leadership style have evolved, anticipating the consequences on organizational relations and effectiveness. With the goal of creating a highly committed workforce that is productive and improves organizational performance, this study offers specific insights into intra-organizational relationships.

➤ Mai, Nguyen, Tran, Nguyen (2021) evaluates the connection between leadership's strategic reasoning viewpoints on worker commitment or engagement and the reputation of the business, potentially influencing organizational performance. Out of 500 samples, the study looks at data from 382 businesses in typical Vietnamese industries. The findings indicate that holistic thinking is directly associated to staff retention and corporate reputation, which boosts the organization's business performance.

In contrast, this study found no evidence to support analytical thinking. As a result, transforming the mindset of every individual in the organisation, starting with the top executives and influencers of the business, is essential for the transformation of the company to achieve the required business performance.

➤ Mayakkannan, Gopinath, Sangeetha (2020) conducted the study to assess the significance of intra-organizational relations within the Tamil Nadu corporation and their impact on its effectiveness.

The findings revealed that the vast majority of respondents were highly satisfied with the environment and the level of job security offered by the company. Supervisors' motivation increased job satisfaction, and the company should concentrate on enhancing employees'

motivation and effective communication.

➤ Arimie, Oronsaye (2020) investigated the link between healthy employee relations and organizational performance. The results showed that ignoring an employee's psychological needs—namely, their need to be respected, valued, and recognised inside the company—will result in employee mistreatment and increased demotivation.

The report suggests that managers should establish effective relationships with their staff members and foster an environment in which workers feel comfortable carrying out their jobs. Employers should also develop an effective communication strategy that promotes comprehension and learning within the company.

➤ Heijden, Kruyen, Notelaers (2020) examined the effect of intra-organizational networking on individual task performance via the perspective of employability. Additionally, this study investigates whether this link varies for younger (less than 40 years) as opposed to older (greater than or equal to 40 years) personnel. It is concluded that the association between intra-organizational networking and individual task performance is totally mediated by employability.

The mediation impact did not, however, differ between younger and older workers. By utilising a human capital approach (particularly social capital) and life-span development frameworks to explain employability and job performance enhancement across one's working life, this study advances prior research.

It offers practical suggestions for fostering professional growth and individual performance growth through the utilisation of social capital, so improving each employee's chance of surviving in the competitive job markets of today.

➤ J Meyer (2018) explored the distinctive characteristics of multisite nonprofit organizations (MNOs), the disputes that can arise within MNOs, and the interactions between affiliate offices and central offices. This study uses a mixed-methods approach to examine 9 disease-specific MNOs based in the US.

These results show that there are a number of disagreements between employees in the central office and those in the affiliate office, particularly in MNOs. This covers the dispute between centralization and decentralisation, how the central office is viewed, the needs of the affiliates,

fees and fee structures, the organization's direction, and personality/individual challenges.

Conflicts between the parties were mediated by a lack of confidence and these conflicts may have one or more of the following effects: the affiliate quitting the organisation; members of the affiliate leadership leaving the organisation; absolutely no changes; or shifts at the central office.

➤ Soniya (2018) She explored the intra-organizational relationships in a Tamil Nadu-based company. The study evaluates the effectiveness of interpersonal relationships and determines the level of participation and involvement of employees within the organisation.

The findings reveal that there is an overall positive relationship in the organisation, and that departmental communication is necessary for mutual understanding, which exists in this organisation. This research aids in identifying specific key areas such as trust, motivation, conflict resolution, relationship, and communication, which are essential key ingredients in determining an organization's intra organizational relationship.

➤ Rathna (2018) investigates employee inter-personal relationships as well as the degree of superior and subordinate relationships in the organisation. The study reveals the intra-departmental relationships that lead to a healthy relationship in the organisation, as well as the level of satisfaction with communication, motivation, and trust aspects, as well as the level of satisfaction with conflict resolution.

The majority of respondents believed that effective departmental communication promotes employee understanding and that employers properly recognise and reward workers for settling disputes. The research indicates It is possible to develop a clear communication strategy by combining related and complementary processes into a unified whole.

### **3. RESEARCH METHODOLOGY**

#### **3.1 Gap Identification**

To date, all research on this topic has primarily focused on communication and the working environment within the organization. Furthermore, no research on a similar subject has been conducted in Indore (M.P.). The study will aid in understanding how leadership affects employee performance.

### 3.2 Objectives of the Research

The purpose of this research is to analyze how intra-organizational relationships contribute towards organizational effectiveness.

- To study the influence of leadership on organizational effectiveness.
- To analyze the impact of employee engagement on organizational relationships.

### 3.3 Scope of the Study

The purpose of the study is to accelerate organizational effectiveness as a result of internal organizational relationships. Given that it is impossible to cover every aspect, the study focuses on the currently employed population of Indore and examine how interpersonal relationships within the organization can improve organizational effectiveness.

### 3.4 Research Design

The study employs a descriptive research design. Descriptive research is a type of research that attempts to determine the characteristics of a population or a specific phenomenon. It assists in answering the research problem's what, when, where, and how questions rather than the why.

### 3.5 Population

The population of this study includes all the individuals who are currently employed and reside in Indore.

### 3.6 Sample Size

A sample of 110 participants has been drawn for this research. This sample includes the individuals who resides in Indore, (M.P.) and are currently employed.

### 3.7 Sampling Technique

The sampling technique used in this research is convenience sampling method. It is a type of non-probability sampling, in which sample is selected on non-random criteria. The convenience sampling method includes individuals who happen to be most accessible or easy to reach.

### 3.8 Type of data

Two major approaches of data collection are used in this research.

- Primary data – with the help of structured questionnaire primary data is collected from the respondents to identify how relations within an organizational can improve employee performance thus accelerating organizational effectiveness.
- Secondary data – the secondary data is collected from various research papers, articles and websites.

### 3.9 Variables

A variable is any object, concept, or attribute that can take any value you want to measure. There are primarily two types of variables in this study: independent variables and dependent variables

A) Dependent Variable – this research is conducted to study the impact of intra- organizational relations on organizational effectiveness and therefore, the variable that is being tested in this research is organizational effectiveness (dependent variable).

B) Independent variables – the variables that are used in this study are:

- Leadership

The ability to influence a group toward the achievement of a vision or set of goals is referred to as leadership. For maximum effectiveness, organisations require strong leadership and management. Leaders are responsible for challenging the status quo, developing future visions, and inspiring organisational members to achieve those visions. Leadership is important in understanding group behaviour because it is usually the leader who directs employees toward goals. Understanding what makes a good leader should thus be beneficial to improving group performance.

- Employee Engagement

Employees who are engaged work with passion and have a strong connection to their company. An engaged employee is motivated by more than just a paycheck, and they may believe that their happiness is linked to their performance, which contributes to the company's success. Employees who can be engaged see the company holistically and recognise their role, where they fit, and how they contribute. As a result, more informed decisions can be made. Companies with particularly engaged employees outperform their competitors.

C) Demographic Variables – the demographic variables of this study are:

- Age
- Gender
- Years of Experience
- Level of management

### 3.10 Hypothesis

I) Ho: Employee Engagement has no impact on the organizational relationships.

Ha: Employee Engagement has an impact on the organizational relationships.

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

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

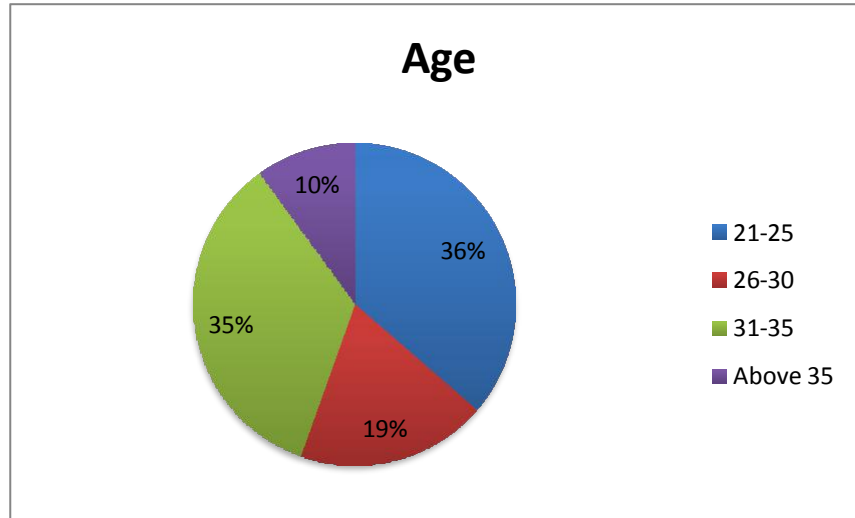
## 4. ANALYSIS AND INTERPRETATION

### 4.1 Classification of respondents based on demographic variables

#### 4.1.1 Age wise classification of the Respondents

**Table 4.1**

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

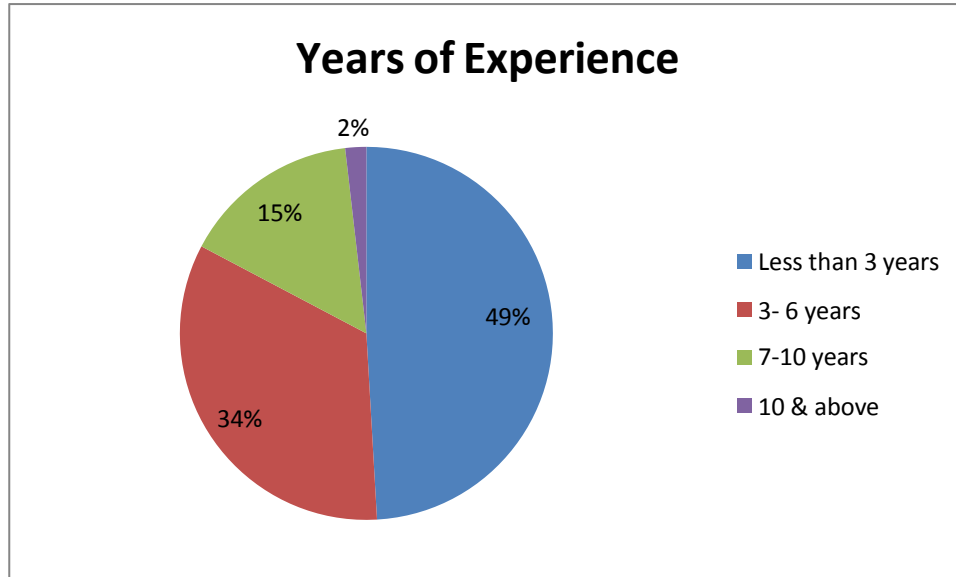
**Figure 4.1**

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.

#### 4.1.2 Years of Experience wise classification of the Respondents

**Table 4.3**

Years of experience	No. of Respondents	Percentage of Respondents
Less than 3 years	54	49%
3- 6 years	37	34%
7-10 years	17	15%
10 & above	2	2%
Total	110	100%

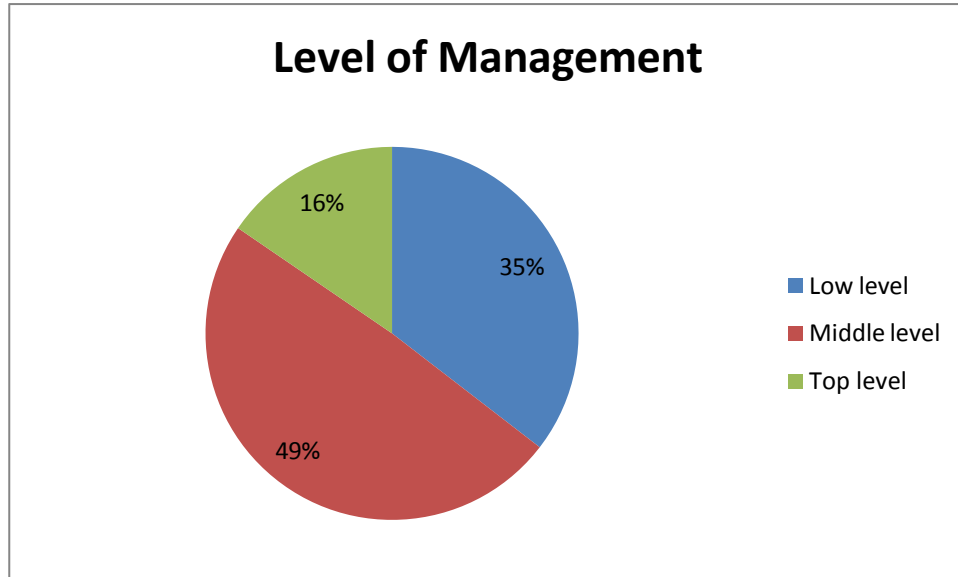
**Figure 4.3**

From the above table, it is found that 49% of the employees' working in the organization falls under work experience of fewer than 3 years, 34% of the employees have a work experience of 3-6 years, whereas employees with work experience of 7-10 years contribute to 15% of the sample size and only 2% of the employees have a work experience of more than 10 years. It is evident that the organizations attracts young talents and educates them on the operations.

#### 4.1.3 Level of Management wise classification of the Respondents

**Table 4.4**

Level of management	No. of Respondents	Percentage of Respondents
Low level	39	35%
Middle level	54	49%
Top level	17	16%
Total	110	100%



**Figure 4.4**

From the above table, it is evident that most of the employees 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.

## 4.2 Hypothesis Testing

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

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

**Table 4.5**

**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

**Table 4.6**

**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

**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. And from the above ANOVA table, it is evident that the significant value (p-value) is <.001, which is less than 0.05. Hence, the null hypothesis (Ho) is rejected and alternate hypothesis (Ha) is accepted. This means employee engagement has an impact on organizational relationships.

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 alternate hypothesis, concluding that Employee Engagement has a significant impact on organizational relationships.

**4.3 Hypothesis Testing**

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

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

**Table 4.7**

**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

**Table 4.8**

<b>Coefficients</b>						
Model		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

### Interpretation:

In the above table 4.7 on model summary, 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. And from the above ANOVA table 4.8, it is evident that the significant value (p-value) is <.001, which is less than 0.05. Hence, the null hypothesis (Ho) is rejected and alternate hypothesis (Ha) is accepted. This means Leadership has a significant relationship with organizational effectiveness.

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 alternate hypothesis, concluding that leadership has a significant impact on organizational effectiveness.

## 4. 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, 46% are females (51 respondents).
- The study revealed that 49% (54 respondents) of the respondents 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 3 years of experience, 34% (37) have experience of 3-6 years, 15%(17) have experience of 7-10 years, and 2% have work experience of more than 10 years(2).
- The study reveals that most of the respondents believe that leadership in the organization encourages team building, communicates a vision that motivates the respondents, and that the leaders keep people informed about the happenings in the organization.
- The finding of the study shows that employees feel comfortable contributing ideas and opinions in their workplace and there is high diversity in the workforce which enables better innovation.
- The study reveals that the respondents have a smooth and stable relationship with their colleagues and perceive that management recognizes strong jobperformance, and feel that their opinion matters in decision-making.
- 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.

## **6 . APPLICATIONS**

- Organizations can enrich the wellness policies and initiate exertion activities to retain skilled and talented employees and lower the attrition rate among the millennial generation.
- Enhancing the Employee Engagement Program (EEP) can help in improving the relationship between team members

- 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.
- Organizations 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

## **7 LIMITATIONS AND SCOPE FOR FURTHER RESEARCH**

### **7.1 Limitations**

- 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.
- The research is descriptive in nature and lack of an actual experiment hinders generalization of the research.
- The questionnaire was sent to 180 participants out of whom only 110 actually participated in the research.

### **7.2 Scope for further research**

- An intra-organizational relationship is a restively wider concept in itself; future research is needed to determine what intra-organizational relationship is and how to maintain an effective and efficient relationship in an organization.
- Enhancing employee engagement programs (EEP) is a vast topic of discussion. Further studies can be conducted to determine ways to improve relationship between employees through EEPs.

## 8. 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 employee engagement programs, 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.

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. Leaders may foster a culture that values each employee's time, makes them happy, and reduces burnout.

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