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Impact of Work Relationship on Employees Job Performance

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ABSTRACT:

This paper is one component of a comprehensive study aimed at investigating the job performance of employees in relation to work relationships within organizations in Vadodara and Gujarat, India. The study collected data from a sample of 20 respondents. The primary goals of this research include assessing the extent of employees' job performance concerning work relationships within an organization and examining the influence of work relationships on employees' job performance. The findings of the study indicate a noteworthy connection between work relationships and employees' job performance. Additionally, a significant correlation has been identified between the quality of work relationships and the job performance of employees.

KEYWORDS: Work Relationship, Job performance, Organizational Growth.

INTRODUCTION:

In the dynamic landscape of modern organizations, achieving operational excellence and competitive advantage requires a comprehensive approach beyond traditional compensation strategies. Workplace relationships play a pivotal role, influencing employee performance and organizational outcomes. Positive connections foster collaboration, trust, and engagement, leading to increased employee satisfaction and productivity. Studies show a 22% rise in employee engagement and a 14% boost in customer satisfaction in organizations with strong workplace cultures. Positive relationships reduce turnover costs, enhance morale, and propel the organization towards collective goals. Prioritizing positive work environments empowers employees, contributing to productivity, engagement, retention, and overall organizational success. The impact of work relationships on job performance is critical, with positive interactions fostering effective communication and collaboration, while negative relationships can lead to decreased morale and productivity. Recognizing this, organizations are implementing strategies like team-building and communication training to create supportive workplace cultures that enhance individual well-being and collective success.

Definition:

Work relationships: significantly influence employee job performance and contribute to organizational success. Positive connections foster a sense of belonging and mutual support, creating a motivating environment. This positive atmosphere enhances employee motivation, engagement, and commitment, resulting in increased productivity, innovation, and problem-solving capabilities.

The impact of work relationships on job performance acknowledges that interactions among colleagues profoundly influence efficiency, job expectations, and organizational contribution. Effective communication, mutual respect, teamwork, and a supportive culture all shape these dynamics, influencing overall job performance.

KEY THEROTICAL FOUNDATION

The impact of work relationships on employee job performance draws from key theoretical foundations, including Social Exchange Theory, emphasizing mutual benefits and positive interactions. Social Capital Theory underscores the value of social connections for knowledge sharing and collective performance. Psychological Safety Theory highlights the importance of a supportive environment for creativity and innovation. Additionally, theories such as Social Identity Theory and the Job Demands-Resources (JD-R) Model contribute to understanding how positive work relationships foster a sense of belonging, collaboration, and support, ultimately enhancing job performance.

Interpersonal Influence Mechanisms

Positive work relationships impact employee job performance through key mechanisms:

1. Motivation and Engagement: Positive relationships foster a sense of value and support, driving intrinsic motivation and engagement. This motivation encourages employees to perform at their best, contributing to organizational success.

2. Knowledge Sharing and Collaboration: Strong relationships enable effective knowledge sharing, collaboration, and teamwork. This collective effort enhances problem-solving, innovation, and overall performance as employees leverage diverse perspectives and expertise.

3. Stress Reduction and Psychological Safety: Positive interpersonal dynamics create a supportive environment, reducing stress. Employees feel comfortable sharing concerns and seeking assistance without fear of judgment, fostering trust and openness for optimal performance.

4. Reduced Turnover and Retention: Positive work environments with strong relationships cultivate a sense of belonging, commitment, and loyalty. This leads to reduced turnover rates, minimizing costs associated with hiring and training new personnel and retaining valuable talent.

5. Enhanced Organizational Culture: Positive work relationships contribute to a cohesive and positive organizational culture characterized by trust and mutual support. This culture attracts top talent, boosts morale, and drives overall organizational success.

REVIEW OF LITERATURE

- **Frits Schreuder, Rene Schalk and Sasa Batistic (2020)** had conducted research on "Examining team performance: the role of psychological contracts and engagement among co-workers". Employees and team managers of 113 work teams answered questions about their working environment and relationships with experiences and perceptions. The results indicated that evaluations of co-worker psychological contracts in work teams are significantly associated with team in-role performance and extra-role behaviours through work engagement.

- **Zito et.al, (2019)** conducted a research on "The Nature of Job Crafting:Positive and Negative Relations with Job Satisfaction and Work-Family Conflict". The research involved 389 participants working in a public organization. Results show positive associations between job autonomy and both job satisfaction and work-family conflict through job crafting.

- **Madhyvadany and Panboli (2019)** revealed that physical stamina and strength aid in job completion and motivation, that an employee's capacity for reasoning keeps them connected to the company, and that an employee's range of emotions, both good and bad, causes them to become attached to the task assigned to them.

- **M. D. Pushpakumari (2018)** conducted a research on "The Impact of Job Satisfaction on Job Performance: An empirical Analysis". Data was collected through a field survey using a questionnaire from three employee groups, namely Professionals, Managers and Non-managers from twenty private sector organizations covering five industries. The analysis data revealed that there exists positive correlation between job satisfaction and performance of employees.

- **Biggs et.al, (2013)** had conducted research on "The measurement of worker relations: the development of a three-component scale". 20-item inventory was tested using data collected in a local authority and led to the retention of nine items which were embodied in a scale for further evaluation. The new nine-item measure is a viable instrument with adequate reliability for assessing three levels of worker relations. In line with predictions, the three subscales (co-worker, supervisor and organization) were positively correlated with job satisfaction and social relations.

- **Chris Silva (2010)** focuses on a worker's deteriorating their degree of satisfaction with their perks. Employee satisfaction with all forms of benefits, especially health care, retirement benefits, contentment with benefit administration, and satisfaction with benefit level, has decreased, according to Segal Co.'s 2006 Rewards of Work survey.

RESEARCH METHODOLOGY

OBJECTIVES:

- To study the impact of work relationships on job performance.

- To study the relationship between work relationships and job performance.

- To examine the impact of positive relationships with colleagues on teamwork, knowledge sharing, and problem-solving.

- To analyze the influence of negative relationships on disengagement, communication barriers, and productivity decline.

- To explore the effect of supervisor-subordinate relationships on employee morale, motivation, and overall job satisfaction.

- To assess the role of organizational culture in mediating the relationship between workplace relationships and employee outcomes.

UNIVERSE, SAMPLE AND SAMPLING METHOD:

- Universe: The universe consists of working professionals across different sectors who can be reached through email and messaging mobile applications.

- Sampling Method: Convenience sampling was employed, with a target sample size (N) of 20 respondent. The self-administered questionnaire was distributed via email and messaging apps to gather responses from this convenience sample of working professionals.

METHODS OF DATA COLLECTION:

Researcher have adopted questionnaire as main tool for data collection.

FINDINGS:

The demographic overview reveals a predominantly young workforce at Enterprise, with 78.3% aged 18-24 and a significant educational background, with 60.9% being graduates. While 87.0% feel supported by their managers, there are mixed sentiments on change management (39.1% neutral). Notably, 34.8% report experiencing bullying or harassment, requiring attention. Positive aspects include high satisfaction with professional relationships (82.6%) and manager support (87.0%). However, concerns arise regarding organizational culture (56.5% find it unpleasant) and job security policy satisfaction (30.4% neutral). On personal growth, a mixed perception exists regarding finding work meaningful and support for growth (39.1% neutral). The workforce generally rates their abilities positively (52.2% agreement), but there's diverse perception on coworker performance potential and job-related stress. Overall, these insights provide a nuanced understanding of workforce dynamics and well-being at Patni Enterprise.

CONCLUSION

The dataset from Patni Enterprise indicates a balanced gender distribution (52.2%) and a predominantly young workforce (78.3% in the 18-24 age group). Most have graduated (60.9%), and employment is diverse, with 56.5% being students. While there's overall satisfaction in professional relationships (82.6%) and manager support (87.0%), concerns arise from neutral responses on topics like change management and teamwork. Frustration at work is notable (78.3%), emphasizing the need to address potential sources of dissatisfaction. A positive aspect is the majority feeling treated fairly (56.5%). However, the dataset highlights concern regarding bullying or harassment (34.8%) and an unpleasant organizational culture (56.5%), emphasizing the need for a safe and respectful workplace. While job security policy satisfaction is positive (43.5%), there's room for improvement in support for growth and development (47.8%). Overall, addressing workplace culture and providing support for growth could enhance the overall work environment at Patni.

SUGGESTIONS

1. Consistency in Reporting: Ensure uniformity in percentage calculations, either based on total responses or valid responses, for clarity in data presentation.

2. Visual Representation: Enhance data presentation with visual aids like charts or graphs to offer a quick and accessible overview of key findings.

3. Comparative Analysis: Explore variations in job satisfaction and other factors by comparing results across different demographic groups or departments within the organization.

4. Additional Context: Provide additional context where needed, especially for neutral responses, to understand underlying reasons through open-ended questions.

5. Actionable Insights: Identify areas for improvement and suggest actionable steps to address concerns, such as job-related stress or organizational culture.

6. Qualitative Feedback: Incorporate qualitative feedback from open-ended survey questions to offer a more nuanced understanding of employee experiences.

7. Benchmarking: Compare results against industry standards or best practices to gauge the organization's standing in terms of employee satisfaction and engagement.

8.Confidentiality Assurance: Remind respondents of the confidentiality of their responses to encourage honest feedback and more accurate insights.

9. Further Investigation: Probe deeper into reasons behind certain responses, especially neutrals, through methods like focus groups or interviews.

10. Longitudinal Analysis: Consider conducting a longitudinal analysis to track changes in responses over time, measuring the impact of implemented interventions.

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