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A Study of Factors Influencing the Organization's Productivity

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Abstract

This abstract investigates the multifaceted impact of relationships with senior officers, peer relationships, compensation with perks and benefits, and employee engagement on an organization's productivity. These isolated factors are deeply interconnected components of a holistic system influencing overall organizational output. Findings consistently indicate that positive relationships with senior officers foster trust, clear communication, and efficient decision-making, directly enhancing resource allocation and employee commitment. Strong peer relationships cultivate collaboration, knowledge sharing, and team cohesion, leading to reduced friction, increased innovation, and improved problem-solving. Competitive compensation packages, serve as powerful motivators and retention tools, organizational investment in employee well-being, reducing turnover, and boosting morale. Ultimately, high employee engagement, often a direct result of the interplay of the other three factors, translates into greater initiative, higher quality work, improved customer service, and a proactive approach to challenges. The research concludes based on descriptive statistics that an organization's productivity is intrinsically linked to the health of its internal relationships, the fairness of its reward systems, and the level of engagement among its workforce. Strategic investment in these areas is crucial for sustainable productivity and long-term organizational success.

Keywords: Employee Engagement, Organizational Investment, Organizational Productivity, holistic system.

I. Introduction:

Organizational Productivity is a crucial aspect of a company's success. It reflects how efficiently an organization converts its inputs (labour, capital, resources) into outputs (products, services). Measuring productivity is essential for identifying areas for improvement and tracking progress. There are many ways like Revenue per Employee, Task Completion Rate, Cycle Time, Employee Utilization Rate, Total Cost of Workforce (TCOW), Sales Growth, Customer Satisfaction Score (CSAT) / First Call Resolution (FCR, Absenteeism Rate, Employee Engagement Index, and Quality of Work.

Key Factors Affecting Organizational Productivity:

- Clear Goals and Expectations
- Work Environment
- Communication
- Relationship with colleagues, peer group, seniors
- Technology Utilization
- Employee motivation and engagement
- Work-Life Balance > Leadership etc.

Here research scholar has reviewed the four important factors that impact the relationship with senior officers, Relationship with Peers, Compensation with Perks and Benefits and Employees' Engagement on the Organization's Productivity.

1. Relationship with Officers (Supervisors/Managers)

Trust and Respect: Employees who trust their leaders are more likely to be motivated and productive. **Feedback and Support:** Regular, constructive feedback enhances performance and alignment with goals. **Autonomy vs**

Micromanagement: Empowering employees boosts morale and output. **Impact on Productivity:** Strong leadership relationships lead to better communication, faster problem-solving, and higher retention

2. Relationship with Peers (Colleagues)

Team Cohesion: Cooperation and collaboration fuel innovation and efficiency. **Conflict Resolution:** Healthy conflict management avoids disruptions and supports a positive environment. **Knowledge Sharing:** Peer support systems enhance learning and performance. **Impact on Productivity:** A positive peer culture fosters teamwork, reduces stress, and increases employee satisfaction.

1. Compensation, Perks, and Benefits

Fair Pay: Competitive compensation retains talent and boosts motivation. **Perks (e.g., wellness programs,**

flexible work): Enhance work-life balance and reduce burnout. **Benefits (e.g., healthcare, retirement):** Provide security, reducing absenteeism and turnover. **Impact on Productivity:** Well-compensated employees are more engaged, loyal, and motivated to perform well.

2. Employee Engagement (EE)

Emotional Commitment: Engaged employees care about the organization's success. **Involvement in Decision-Making:** Increases ownership and proactive behavior. **Recognition and Growth:** Drives continuous improvement and satisfaction. **Impact on Productivity:** Highly engaged teams show 21% greater profitability (Gallup data), lower turnover, and better customer service.

Factors Influencing Employee Engagement:

EE is a crucial part for HR managers as it leads to organizational success or failure. William A. Kahn, a professor of OB at Boston University, wrote "Psychological Conditions of Personal Engagement and Disengagement at Work," which describes EE as people employ and express themselves physically, cognitively, and emotionally during role performances". A comprehensive study conducted by Aon Hewitt, titled "Trends in Global Employee Engagement" (2018), provides insights into various factors like OC, Leadership Style, Job Satisfaction, Recognition and Rewards, Career Development that influencing EE. When employees find their work meaningful, challenging, and aligned with their skills and interests, they enjoy worklife balance and get satisfaction. Monetary and Nonmonetary rewards, incentives opportunities for advancement motivate employees to perform at their best. Relationships with senior officers and peers contribute to higher levels of engagement. This is helpful for mental and emotional support regarding official and non-official problems. It empowers employees to enhance their skills. Effective communication channels facilitate transparency, feedback, and information sharing build trust and engagement.

EE and Its Relevance for Productivity:

It refers to the emotional commitment employees have toward their organization and its goals. Engaged employees are more motivated, committed, and willing to go the extra mile, increasing overall output. Engaged employees tend to provide better service, leading to higher customer satisfaction. Engaged employees are less likely to leave and more likely to maintain consistent attendance. Engagement fosters teamwork and effective communication within the organization.

Relationship with senior officers and Its Relevance for productivity:

Effective relationships with senior officers can significantly boost productivity. Clear communication fostered by such relationships leads to better understanding of goals and expectations. Trust and mutual respect enable quicker decision-making and problem-solving. Furthermore, strong relationships can facilitate access to resources and support, ultimately empowering employees to perform at their best. Finally, positive interactions with leadership often translate into increased morale and motivation, directly impacting overall output.

Relationship with Peers and Its Relevance for Productivity:

Strong relationships with peers are fundamental to fostering a productive work environment. They enhance collaboration, allowing for seamless knowledge sharing and more efficient problem-solving. When colleagues trust and respect each other, communication improves, leading to fewer misunderstandings and smoother project execution. This camaraderie builds a vital support network, reducing stress and boosting morale, which directly contributes to higher job satisfaction and engagement. Employees with strong peer connections are more likely to feel a sense of belonging and loyalty to their team and organization, leading to reduced turnover. Ultimately, positive peer relationships create a synergistic atmosphere where individuals are motivated to go the extra mile, innovate, and collectively achieve higher levels of output.

Compensation with Perks and Benefits and Its Relevance for Productivity:

Compensation, coupled with comprehensive perks and benefits, is a crucial driver of employee productivity. It acts as a powerful magnet for attracting and retaining top talent, as competitive salaries and attractive benefits packages make an organization a desirable place to work. When employees feel fairly compensated and valued, their job satisfaction and morale significantly increase. This, in turn, fuels greater engagement and motivation to perform at their best.

Beyond direct financial rewards, benefits such as health insurance, retirement plans, paid time off, and professional development opportunities provide employees with a sense of security and investment in their future. This reduces financial stress and allows employees to focus more on their work. Flexible work arrangements and wellness programs further enhance work-life balance and overall well-being, directly contributing to reduced absenteeism and higher energy levels. Ultimately, a well-designed compensation and benefits strategy fosters a loyal, committed, and highly productive workforce, leading to improved

organizational performance and a positive employer brand.

Scope of the study:

The topic entitled “A Study of Factors Influencing the Organization's Productivity” therefore restricts the scope of the subject to the above topic. This study is limited to a selected sample size of 50 employees from the central government, from different cadres. Indian Railways.

Research Methodology:

This research paper is based on primary data and descriptive statistical analysis. Secondary data has been included by way of various research papers, articles, and reports. This paper presents a comprehensive review of the literature on the relationship between senior officers, Relationship with Peers, Compensation with Perks and Benefits and Employees' Engagement and productivity.

Rationale of study:

In Indian railways, practices are followed strictly as per the rules and regulations given by Ministry of Railways, under the Government of India. There are several issues involved related to organizational productivity. The organization's productivity is a multifaceted outcome influenced by a range of internal factors. The rationale behind the impact of relationships with senior officers, relationships with peers, compensation with perks and benefits, and employee engagement can be understood through human resource management strategy. The relationship between employees and senior officers (supervisors, managers, leaders) is crucial because they set the organizational culture, provide direction, allocate resources, and make decisions that directly impact employees' work. Peer relationships directly affect daily work, involve interaction and collaboration with colleagues. Compensation (salary, bonuses) and benefits (health insurance, retirement plans, paid time off, flexible work arrangements, etc.) are fundamental aspects of the employment contract. Employee engagement is the emotional and psychological commitment an employee has to their work, team, and organization.

Objectives of the study:

1) To review the impact of Relationship with senior officers, Relationship with Peers,

Compensation with Perks and Benefits and Employees' Engagement on the Organization's Productivity.

Literature review:

Barclays in 2008 suggests that it is possible to gain a good sense of someone's engagement and it is good place to work. Dell refers to being engaged as "giving time and talent to team building activities". (Dell,2008).Nokia Siemens Networks, 2008 describes the organizations strategic goals, values, and motivation and willingness to invest discretionary effort. Study by Snuff, 2008 focus on EE. Iqbal, et al (2015) considered the effect of reward and prizes and initiative on EE. Enhancing EE An Evidence-Based Approach, Whittington, J.L., Meskelis, S., Asare, E.K., Beldona, S (2017), present a research-based, comprehensive approach designed to help managers & practitioners understand how to create an environment that fosters a high level of EE. Mendiratta (2016) suggested, organizations to endeavour aggressively, especially in these times of globalization, managers must have significant abilities for powerful execution in the EE approaches and rehearses. Engaged employees are conferred and faithful. From the above research, it was reasoned that the level of representative engagement in SPS Apollo Hospital was direct. The different activities undertaken by SPS Apollo Hospitals helped to keep all the engaged

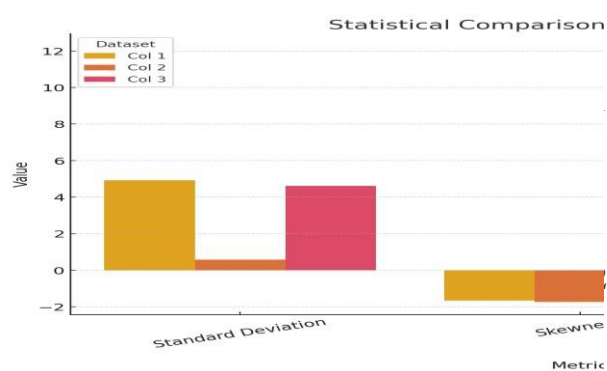
Relationship With Officers (Supervisors/Managers)

employees within the organization. Dr. Pratima Sarangi, Dr. Bhagirathi Nayak (April 2016) in their research paper, opined that there is an enhanced level of EE defined through their 6 Cs parameters.

Gallup analysed data from over 49,000 business units and found that positive relationship between highly engaged employees and higher profitability. Engaged employees are more committed, motivated, and enthusiastic about their work, which leads to higher levels of productivity. The study also revealed that engaged employees are more likely to be productive, resulting in increased efficiency and output. A study conducted by Judge, Thoresen, Bono, and Patton (2001) published in the Journal of Applied Psychology on "Does Affect Matter in Organizations? An Examination of Team Affect and Its Consequences" by found that a positive relationship exists among employees with job performance. Employees who experienced positive affectivity were more likely to be engaged in their work and demonstrated higher levels of productivity.

Data Analysis and Interpretation:

STATEMENT	A	Nil	D	TOTAL
comfortable while approaching your officers with questions.	42	2	6	50
trust your officers to provide support and guidance.	43	1	6	50
periodic feedback on your work performance.	34	2	14	50
TOTAL	119	5	26	150



Interpretation:

1. **Standard Deviation:** Col 1 & Col 3 have high standard deviation (~4.6–4.9) →

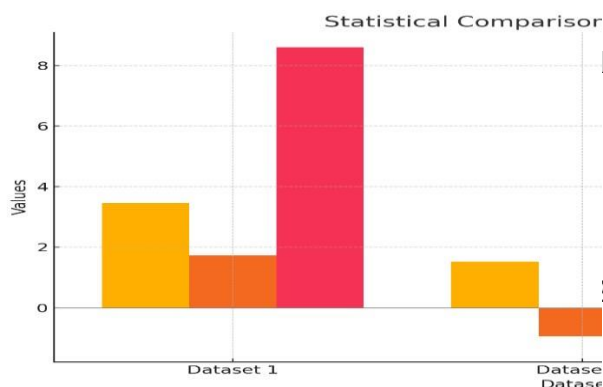
Their data is widely spread around the mean. Col 2 has a very low standard deviation (~0.577) → Its data is tightly clustered near the mean.

- **Skewness:** Col 1 & Col 2 are negatively skewed → Long tails to the left, suggesting most values are high. Col 3 is positively skewed → Long tail to the right, meaning most values are lower with a few very high outliers.
- **Confidence Interval (95%):** Col 2 has a very narrow confidence interval (± 1.43), indicating high precision. Col 1 & Col 3 have wide confidence intervals (± 12.25 and ± 11.47), reflecting higher uncertainty in the mean estimates. Column 2 represents the most consistent and reliable dataset — low variability, tight confidence range. Column 1 and Column 3 have more variability and less certainty, though they differ in skewness direction.

Relationship With Peers

STATEMENT	A	NIL	D	TOTAL
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org. encourages employees to recognize each other.	40	5	5	50
comfortable while approaching the management.	40	4	6	50
Appreciating an employee's contributions, achievements toward the organization's success is helpful.	46	2	2	50
TOTAL	126	11	13	150



2 has the lowest → data is more consistent and less dispersed. Dataset 3 is moderate in terms of variability.

1. Skewness

Dataset 1 has a positive skew (1.73) → data is skewed right; there are more values on the lower end. Dataset 2 and 3 both have negative skew: Dataset 2 is moderately skewed left. Dataset 3 is more strongly skewed left → longer tail on the left side.

2. 95% Confidence Interval

Dataset 1 has the widest confidence interval (8.61) → reflects greater uncertainty about the mean estimate. Dataset 2 has the narrowest (3.79) → more reliable and consistent estimates. Dataset 3 falls in between.

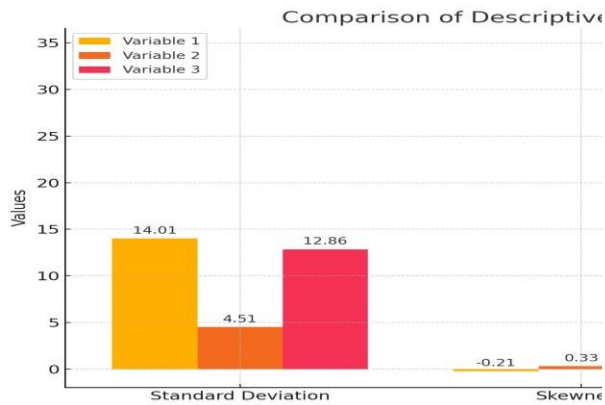
Interpretation

1. Standard Deviation

Dataset 1 has the highest standard deviation → indicates more variability or spread in the data. Dataset

Compensation with Perks and Benefits

Statement	A	NIL	D	TOTAL
satisfaction of the compensation package that you currently receive?	48	1	1	50
Benefits and perks provided by the company align with your personal and professional goals	20	5	25	50
Monetary benefits attract and retain top talent and improve overall employee morale and loyalty.	35	10	5	50
TOTAL	103	16	31	150



Interpretation of the Statistics:

1. Standard Deviation (SD) tells the how spread out the values are from the mean. Variable 1 (SD = 14.01) and Variable 3 (SD = 12.86) have high

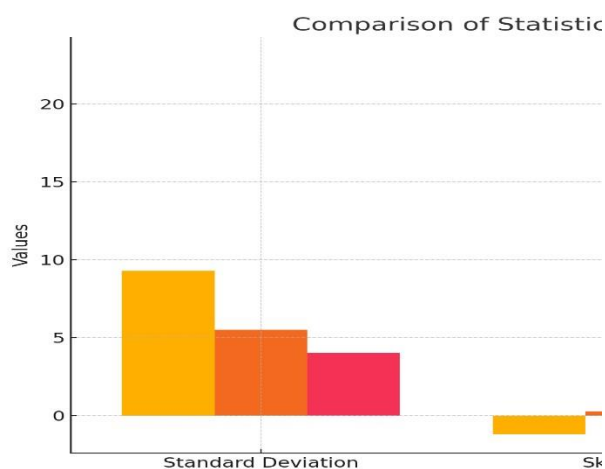
variability. Variable 2 (SD = 4.51) is more consistent and tightly clustered around the mean.

2. Skewness indicates the asymmetry of the data distribution. Variable 1 (Skewness = -0.21): Slightly left-skewed (almost symmetric). Variable 2 (Skewness = 0.33): Slightly right-skewed. Variable 3 (Skewness = 1.55): Strong right skew, meaning it has a long tail on the right.

3. Confidence Level (95%): This gives the margin of error for the mean at 95% confidence. The wider the interval, the more uncertain we are. Variable 1 (CI = ± 34.81) and Variable 3 (CI = ± 31.94) show higher uncertainty. Variable 2 (CI = ± 11.20) is more reliable in estimating the population mean.

Employees' Engagement

Statement	A	NIL	D	TOTAL
EE in the workplace involves creating an environment where employees feel valued, supported, and motivated.	48	0	2	50
Work-life balance can be achieved by way of EE.	30	11	9	50
Career development creates a more positive work environment.	43	5	2	50
TOTAL	121	16	13	150



Interpretation of the Graph:

1. Standard Deviation: Group 1 has the highest variability (≈ 9.29), suggesting more dispersed

data. Group 2 and Group 3 show progressively lower variability (≈ 5.51 and ≈ 4.04), indicating more consistent data.

2. Skewness: Group 1 shows a strong left skew (-1.19), indicating a tail on the lower end of the distribution. Group 2 is close to normal (0.27), suggesting a nearly symmetrical distribution. Group 3 has a strong right skew (1.73), with more values on the lower end and a tail toward the high end.

3. Confidence Level (95%): Group 1 has the widest confidence interval (≈ 23.08), again reflecting high variability. Group 2 and Group 3 have narrower intervals (≈ 13.68 and ≈ 10.04), meaning more precision in estimating the population parameter.

Conclusion:

- Positive relationships with senior officers foster trust, clear communication, and a sense of direction, leading to more efficient decision-making and resource

allocation. When employees feel supported and valued by leadership, their commitment and willingness to go the extra mile significantly increase.

- Strong peer relationships are the base for a good work environment, facilitate knowledge sharing, and enhance team cohesion. This reduces friction, promotes innovation, and allows for more effective problem-solving, directly impacting timelines and output quality.
- Competitive compensation, coupled with meaningful perks and benefits, acts as a powerful motivator and retention tool. Beyond mere financial satisfaction, it signals an organization's investment in its employees' well-being and future, leading to reduced turnover, higher morale, and a more dedicated workforce less prone to distraction or disengagement due to external financial pressures.
- Employee are intrinsically motivated, passionate about their work, and committed to the organization's success. EE translates into greater initiative, higher quality work, improved customer service, and a proactive approach to challenges, all of which directly enhance overall productivity.
- In conclusion, organizational productivity is not simply a function of individual effort but a direct reflection of the health of its internal relationships, the fairness of its reward systems, and the level of engagement among its workforce. Organizations that strategically invest in fostering positive relationships at all levels, offer attractive and equitable compensation packages, and prioritize initiatives that drive genuine employee engagement will inevitably see a significant and sustainable increase in their overall productivity and long-term success. Neglecting any one of these pillars can create bottlenecks, erode morale, and ultimately hinder the organization's ability to achieve its full potential.

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