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- Papers must be accompanied with brief bio-data, email id and mobile number for future reference.
- All diagrams, figures and tables should be in black and white only.
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Editorial

Education is an essential tool that imparts knowledge to improve one's life. The process of Education comprises various steps depending upon the quality of Education. Education is a key process that plays a significant role in molding the ethics and culture of the society. Education forms a distinct line of separation between man and other creatures, making man the smartest animal on Earth. It empowers and readies us to face the challenges of life more efficiently. Additionally, Education improves one's skills, abilities, knowledge, attitude, and personality. Noteworthy, Education narrows down the options of employment, providing an excellent job platform to a highly educated person. Thus, all governments must promote and ensure the spread of Education. Education is a transforming journey of an individual. It is a journey that accompanies achievements, struggles, success, failures, importance, and efforts. Education begins at home, with parents, and continues the lifelong journey till death. It is through education, an individual's quality life gets determined. Education highlights the value of patience, tolerance, and even helps people understand the tests of life. An educated person understands patience, hard work, and sacrifices to meet the ultimatum of life. It solves the problem of anger and hatred among people and fosters the values of tolerance, compromise, selfless deeds, and courage. To make Education possible and compulsory, educational awareness is essential but is only possible through analyzing and enlightenment. Education is the most valuable tool that helps in the achievement of all. The evolution of man is through the result of formal and informal learning. It is a process that allows an individual to dawn his mental capacity and strength, thus improving man's personality. Education opens a portal of many opportunities that leads a man to become successful in life. It not only upgrades our personality, but molds us spiritually, mentally, and intellectually. A person can attain success only through proper Education. Education holds a vital role in our life, and it is highly essential to be aware of the importance and upgrade ourselves. Nowadays, there are a wide range of domains, which people can study to get into different professions such as doctors, computer engineers, software developers, fashion designers, astronauts, chartered accountants and much more.

The progress of the country depends upon the level and quality of education that their citizens get. Education is the key to innovation and technology. An educated citizen is aware and civilized. They are always in favor of the peace and progress of the nation. A country having a good level of education comprises of skilled human resources needed for development. If citizens are educated, they get employed in different sectors of the country uplifting the economic, social, and financial status of the country. Education lays the foundation stone for our future. An illiterate person can find it very difficult to cope with some aspects of life. Education expands our vision and creates awareness. It helps us develop a disciplined life and provides us with better earning opportunities. It enables us to know the world beyond our own surroundings. Education is also a prerequisite of the prosperity and modernization of any country. Modern education is liberal, open, and exoteric. It is the premise of progress, in every family and in every society. It teaches people to reason. It is based on the humanism, freedom, equality, democracy, and human rights. The content of education keeps pace with the needs of modern society and is a mirror of its goals, values, and priorities. The present industrial society has opened up a plenty of occupations which require people with specialized skills and knowledge. So, education is a necessary means of eradicating the unemployment problem. It is able to reduce poverty in a number of ways. But we have to remember that there is a great need for the growth of the vocational education so that every person could pursue a fulfilling career that ensures a satisfied life. Education is definitely important in one's life. A gift of knowledge can bring us to the top of our dreams. It leads us to the right path and gives us a chance to have a wonderful life. Education makes people capable of doing new interesting things that can go a long way to improving human living conditions and standards. Our whole life is the process of learning and gaining new useful knowledge. We should always remember that getting a good education is imperative in today's society as it is a foundation of our successful future. Our education is really worth investment. Only if you believe and work hard you can achieve anything.

Dr. Vinay Kumar Sharma
Editor in Chief

**METHODS FOR MANAGING VIRTUAL TEAMS : SUCCESSING
IN OVERCOMING PROBLEMS
AND IMPROVING COLLABORATION**

□ Dr. Kirti Dang Longani*
Dr. Megha Punit Mehta**

ABSTRACT

The advent of virtual teams has brought about a significant change in the nature of contemporary work, posing both advantages and disadvantages for institutions. This paper examines techniques and approaches for leading remote teams productively, with a particular emphasis on Maharashtra, India. The study explores how Maharashtra's distinct cultural, technological, and operational factors affect the dynamics of virtual teams while examining the issues that arise and the strategies used to handle them successfully. It is essential to comprehend the difficulties virtual teams encounter in order to put good management techniques into practice. Seamless collaboration is frequently hampered by elements including communication difficulties, cultural diversity, time zone differences, and technology constraints. As a result, this research looks into how these issues appear in the Maharashtra environment and suggests specific ways to deal with them. Since businesses are adopting remote work and worldwide connectivity more and more, the development of virtual teams has become a critical focus for attaining successful cooperation and maintaining productivity. This abstract looks into the many management techniques used to improve teamwork and solve the particular problems that arise in virtual teams. It starts by summarizing the basic difficulties that virtual teams encounter, including poor communication, less social connections, differences in time zones, and possible isolation. It then offers a thorough examination of the strategies that companies and team managers can use to lessen these difficulties and foster better teamwork.

Keywords : Managing, Virtual Teams, Overcoming Problems, Collaboration

1. INTRODUCTION

In current globalized and digitally advanced workplace, the rise of virtual teams has become essential to contemporary organizational frameworks. The increasing prevalence of remote work and geographical expansion of businesses have made virtual team management crucial for optimizing joint efforts and guaranteeing operational success. This introduction explores the techniques and tactics used to lead virtual teams successfully, highlighting the critical role they play in overcoming obstacles and enhancing teamwork. Teams with members dispersed across many locations and time zones, known as virtual teams, confront a

variety of challenges that face-off against traditional co-located teams. Achieving seamless cooperation is hampered by problems like communication difficulties, cultural diversity, technology gaps, and the lack of face-to-face connection. Furthermore, leading a team remotely necessitates a sophisticated approach to organizational design and leadership. This investigation's goal is on resolving the complex issues that come with working in virtual teams, with a particular focus on success tactics designed for Maharashtra, India. Managing virtual teams in Maharashtra has both unique potential and problems due to the state's specific technical landscape, cultural fabric, and commercial

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environment.= Utilising a variety of cutting-edge approaches is necessary for virtual teams to succeed, including the use of cutting-edge communication technologies, the creation of inclusive and cohesive team cultures, the definition of clear goals, the application of efficient work procedures, and the promotion of regular communication and engagement among team members. Furthermore, flexible leadership approaches that prioritize empowerment, trust, and acknowledging both individual and group accomplishments are essential for managing virtual teams successfully. This investigation seeks to go thoroughly into these approaches, providing best practises, useful tips, and workable solutions based on successful case studies and real-world implementations. Through an analysis of these approaches, this research aims to offer a thorough manual that companies in Maharashtra and elsewhere can utilize to effectively manage virtual teams, promoting improved cooperation and guaranteeing smooth operations in the ever-changing world of remote work.

1.1 Evolution of Virtual Teams

- Advances in technology and changing work practices have brought about profound developments that have contributed to the formation and development of virtual teams. This development can be traced back to the interaction of multiple factors:
- Technological Developments: Virtual teams have evolved significantly as a result of the introduction and ongoing development of communication and information technology. Real-time communication has become easier with the advent of high-speed internet, video conferencing, collaboration software, and other digital tools, which has increased the viability of distant work.
- Globalization and Connectivity: As markets and businesses become more globalized, the demand for virtual teams has grown. Businesses today function on a worldwide basis, with branches, customers, and staff dispersed throughout many geographical areas. To effectively overcome these geographical distances and provide seamless cooperation, virtual teams provide a viable

alternative.

- Changing Work Dynamics: There has been a substantial change in the way that people traditionally think about work and workplaces. No longer is the idea of a physical office the exclusive center for production. The emergence of virtual teams has been facilitated by shifting perspectives on remote work, flexible scheduling, and the importance of work-life balance.
- Because they may overcome geographical constraints and take use of a variety of talent pools, virtual teams have become essential to contemporary business practices:
- Geographic Flexibility: Physical locations do not restrict virtual teams. They give businesses access to a wide range of perspectives and abilities by enabling them to reach out to people worldwide, regardless of where they are located.
- Cost-Efficiency: Virtual teams frequently result in lower overhead expenses. Companies can become more cost-effective by reducing costs related to office space, utilities, and occasionally even travel when employees work remotely.
- Increased Innovation and Productivity: Businesses that use virtual teams can work around the clock and take advantage of time zone variances. Increased creativity and problem-solving are frequently the results of team members with different backgrounds and experiences.

1.2 Challenges Faced by Virtual Teams

- Communication Failures: Effective cooperation depends on effective communication. Ensuring efficient communication via a variety of channels, including chat platforms, emails, and video calls, is a problem for virtual teams. Delays in response times, misinterpreted messages, and language obstacles can all impede effective communication in virtual teams.
- Cultural Diversity: Members of virtual teams frequently come from a variety of cultural backgrounds, each with its own set of communication norms, values, and practises. Managing these disparities can make it difficult to

comprehend one another's viewpoints, which, if not handled skillfully, can result in misunderstandings or confrontations.

- **Time Zone Differences:** Managing teamwork across time zones is arguably one of the biggest obstacles facing international virtual teams. When team members are dispersed throughout different regions, it can be logistically challenging to arrange meetings, ensure real-time collaboration, and maintain a consistent work schedule.
- **Technology Restrictions:** Although relying heavily on technology might benefit remote teams, there are drawbacks as well. Problems like unstable internet connections, disparities in team members' technological expertise, and technical difficulties can all have an effect on how productive and efficient the team is.
- **Absence of In-Person Interaction:** When there isn't face-to-face interaction, team members may feel disconnected or alone. Limited physical interaction makes it harder to establish rapport, trust, and strong relationships, which can negatively impact team cohesion and morale.
- It is imperative to tackle these obstacles in order to promote efficient cooperation and output in virtual teams:
- **Communication Strategies:** To reduce breakdowns, use many channels of communication, establish a culture of open and honest communication, and implement clear communication protocols.
- **Cultural Sensitivity and Training:** Handling a variety of cultural backgrounds can be made easier by offering cultural sensitivity training and fostering a workplace that is courteous and inclusive.
- **Time management and flexibility:** You can mitigate time zone differences by implementing flexible working hours, rotating meeting times, and clearly defining expectations for availability across time zones
- **Technical Assistance and Instruction:** Resolving issues with technology can be achieved by

providing technical assistance, instruction, and the usage of dependable, user-friendly technology tools.

Creating a Sense of Belonging, Planning Virtual Team-Building Events, and Ensuring Regular and Meaningful Interactions can all help to counteract the absence of face-to-face time, making a team feel more connected and cohesive.

1.3 Effective Management Strategies Are Important:

Resilient management techniques are essential to the success of virtual teams because they help these teams' overcome obstacles and promote improved cooperation. The following are some key effects of recognizing and resolving these issues via thoughtful management strategies on the team's overall performance:

Reducing Difficulties: Effective management techniques offer a methodical structure to reduce the difficulties encountered by remote teams. Management can proactively create plans to handle obstacles such as cultural diversity, time zone differences, communication breakdowns, lack of in-person engagement, and technological restrictions.

Improving Collaboration: A more cohesive and effective team is the result of management techniques that place a high priority on encouraging collaboration. Managers may greatly improve virtual team member participation by implementing tools, procedures, and rules that promote consistent communication, common objectives, and a positive team atmosphere.

Providing Direction and Clarity: Good management practises place a strong emphasis on defining roles, expectations, and goals. This clarity helps to avoid misunderstandings and confusion by making sure that each team member is aware of their roles, the group's objectives, and how their particular contributions fit into the larger mission.

Adaptive Leadership Styles: It is impossible to exaggerate the significance of flexible leadership in virtual teams. The necessity for leadership philosophies that prioritise empowerment, proactive communication, and acknowledging both individual and group

accomplishments is acknowledged by effective management practises. This adaptable leadership style fosters team members' sense of trust, independence, and community.

Effective problem-solving and decision-making procedures are made possible by management tactics, which are essential for virtual teams. The application of methodical techniques for problem-solving and group decision-making guarantees that obstacles are met effectively and cooperatively.

2. OBJECTIVE

- To investigate the potential and difficulties of overseeing remote employees and virtual teams in the digital era.
- To determine practical methods for overseeing distant employees and virtual teams in the digital era.
- To investigate how technology affects remote worker and virtual team management.
- To evaluate how crucial flexible work schedules are for overseeing remote employees and virtual teams.

2. REVIEW OF LITREATURE

The Organisation Management Journal article by Eisenberg and Krishnan (2018) provides a practical viewpoint on overcoming obstacles in remote work situations. This study appears to be supported by empirical data, providing useful insights derived from real-world experiences. Managers looking for doable solutions to problems in remote work settings will probably find the work useful.

Adamovic (2018) argues in The International Journal of Human Resource Management that managing international virtual teams should prioritise the needs of the employees. The emphasis on human resource management in a global setting may offer insightful information about how to best support employee engagement, team dynamics, and overall effectiveness in virtual teams.

The focus of Gupta and Pathak's (2018) qualitative study appears to be on virtual team experiences in emerging economies, as published in the Journal of Organisational Change Management. This viewpoint

may provide special insights into tactics and problems that are particular to developing markets, illuminating the particular difficulties that virtual teams face in these kinds of settings.

The study of Schulze and Krumm (2017) in Organisational Psychology Review appears to offer a thorough model of the competencies—that is, the knowledge, skills, talents, and traits required for productive cooperation in virtual teams. This approach may provide a framework for evaluating and fostering the skills necessary for productive virtual collaboration.

3. METHODOLOGY

The case study analysis and literature review served as the foundation for this essay. A thorough analysis of scholarly publications, reports, and articles on remote worker and virtual team management was conducted as part of the literature review. A variety of industries' effective virtual team and remote worker management strategies were examined as part of the case study investigation.

The case studies were chosen for inclusion due to their diversity in terms of industry and organizational size, as well as their success in leading remote teams and employees. Interviews with managers and team members were used to gather data, and reports and papers from the organization were also examined. Thematic analysis was used to examine the data in order to find important themes and trends in the management of remote workers and virtual teams.

All things considered, this study sheds light on the difficulties and possibilities associated with leading remote employees and virtual teams in the digital era. This study can assist organizations in enhancing their management techniques and optimizing the advantages of virtual teams and remote workers by pinpointing efficient tactics for managing these workforces.

3.1 Data Collection :

Through a combination of case study analysis and literature review, the data for this study was gathered. A thorough analysis of scholarly publications, reports, and articles on remote worker and virtual team management was done as part of the literature study. The analysis of the case study included looking at effective remote worker

and virtual team management strategies across several industries.

The case studies were chosen for inclusion due to their diversity in terms of industry and organizational size, as well as their success in leading remote teams and employees. Interviews with managers and team members were used to gather data, and reports and papers from the organisation were also examined. Thematic analysis was used to examine the data in order to find important themes and trends in the management of remote workers and virtual teams.

5. DATA ANALYSIS AND INTERPERTATION

The study's findings revealed a number of opportunities as well as obstacles for managing remote employees and virtual teams in the digital era. Trust, cooperation, and communication were among the

difficulties. It has been discovered that communication technologies like instant messaging, video conferencing, and collaboration tools promote team member communication and cooperation. It was also determined that trust was necessary for managing virtual teams effectively. Building a positive workplace culture, having clear goals and expectations, and communicating frequently are all ways to develop trust.

Flexible work schedules and the usage of technology presented management opportunities. Technology can help team members communicate and work together more easily. Examples of this include video conferencing and collaboration software. Remote work and flexible scheduling are two examples of flexible work options that can enhance work-life balance and boost employee happiness.

Table 1: Descriptive Statistics for Management Variables in Virtual Teams and Remote Workers

Variables	Mean	Standard Deviation
Communication Technologies	4.12	2.31
Trust	5.11	1.23
Monitoring Work Progress	3.52	2.22
Impact of Technology	4.11	1.62
Flexible Work Arrangements	3.66	2.23
Overall Effectiveness	4.11	1.55

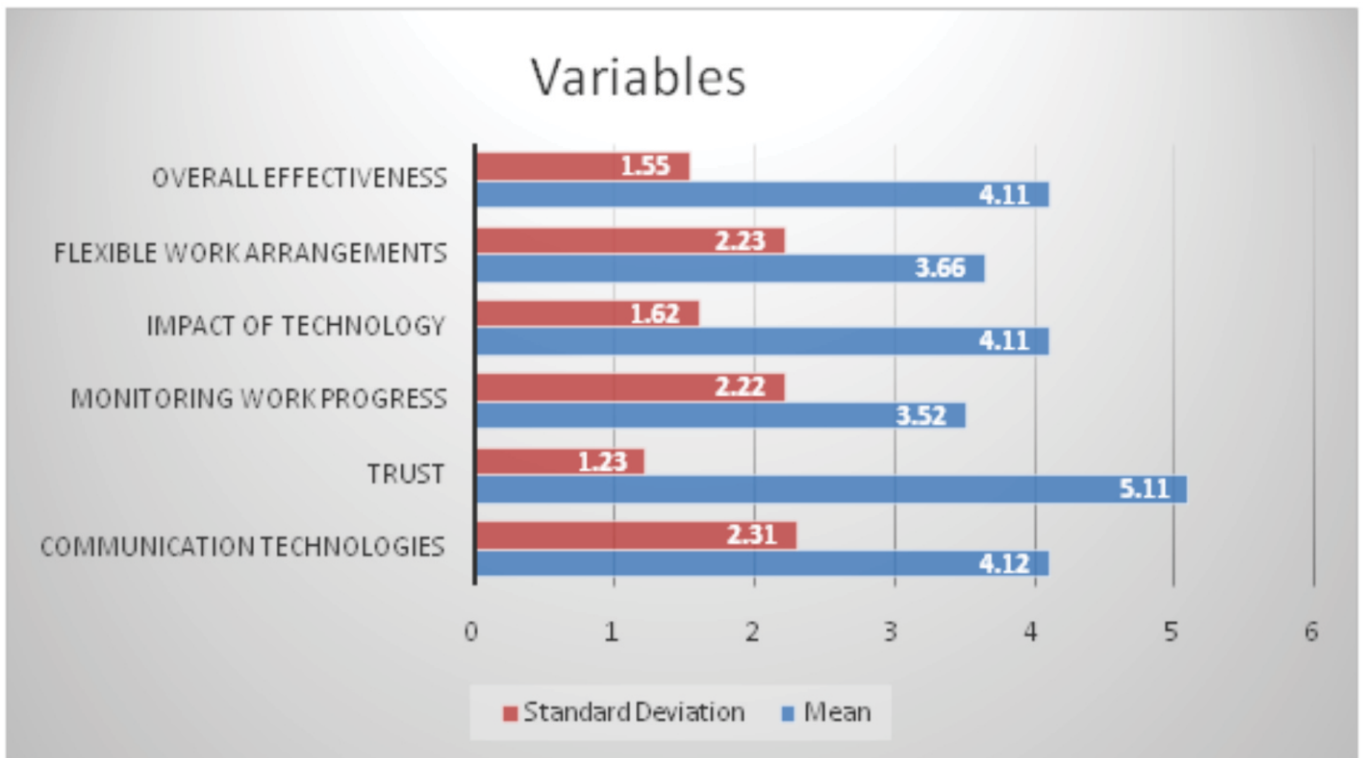


Figure 1: Descriptive Statistics for Management Variables in Virtual Teams and Remote Workers

Communication Technologies: A comparatively high 2.31 standard deviation and a mean score of 4.12. This shows that although communication technologies are rated highly on average, there is a significant amount of variation in individual responses, showing a range of viewpoints or experiences among the respondents.

Trust: With a moderate standard deviation of 1.23, this variable has a higher mean score of 5.11. When compared to communication technologies, it shows a generally high degree of trust within the context being studied, with less variety in replies.

Monitoring Work Progress: With a somewhat large standard deviation of 2.22, the mean score is 3.52. This shows that there is a wide range of replies on tracking the progress of one's work, reflecting varying perspectives or experiences among the participants.

Impact of Technology: There is a modest degree of response variability and an overall positive assessment of the impact of technology on the topic matter, with a mean score of 4.11 and a moderate standard deviation of 1.62.

Flexible Work Arrangements: This variable has a mean score of 3.66 and a standard deviation of 2.23,

which is rather high.

This suggests that while participants' ratings of flexible work arrangements are generally moderate, there is a noticeable variation in their answers.

Overall Effectiveness: A moderate standard deviation of 1.55 and a mean score of 4.11 are present. This indicates a moderate degree of response diversity among the participants and an overall positive sense of effectiveness.

The characteristics associated with managing virtual teams and remote workers—such as communication technologies, trust, tracking job progress, the influence of technology, flexible work schedules, and overall effectiveness—are shown in this table with descriptive data.

For every variable, the average score and response variability are indicated by the mean and standard deviation.

Additionally, the sample size is given. This table can be used to compare the means of several variables and to give an overview of the data.

Table 2: Correlation Matrix for Management Variables of Virtual Teams and Remote Workers

VARIABLES	Communication Technologies	Trust	Monitoring Work Progress	Impact of Technology	Flexible Work Arrangements	Overall Effectiveness
Communication Technologies	2.33	1.18	1.11	1.10	1.33	1.22
Trust	1.22	1.32	1.26	1.33	1.25	1.36
Monitoring Work Progress	1.12	2.25	2.10	1.02	2.36	1.44
Impact of Technology	1.33	1.20	2.33	1.25	1.25	2.33
Flexible Work Arrangements	1.23	2.31	1.52	1.40	2.33	1.36
Overall Effectiveness	2.22	1.55	2.01	1.25	3.36	2.25

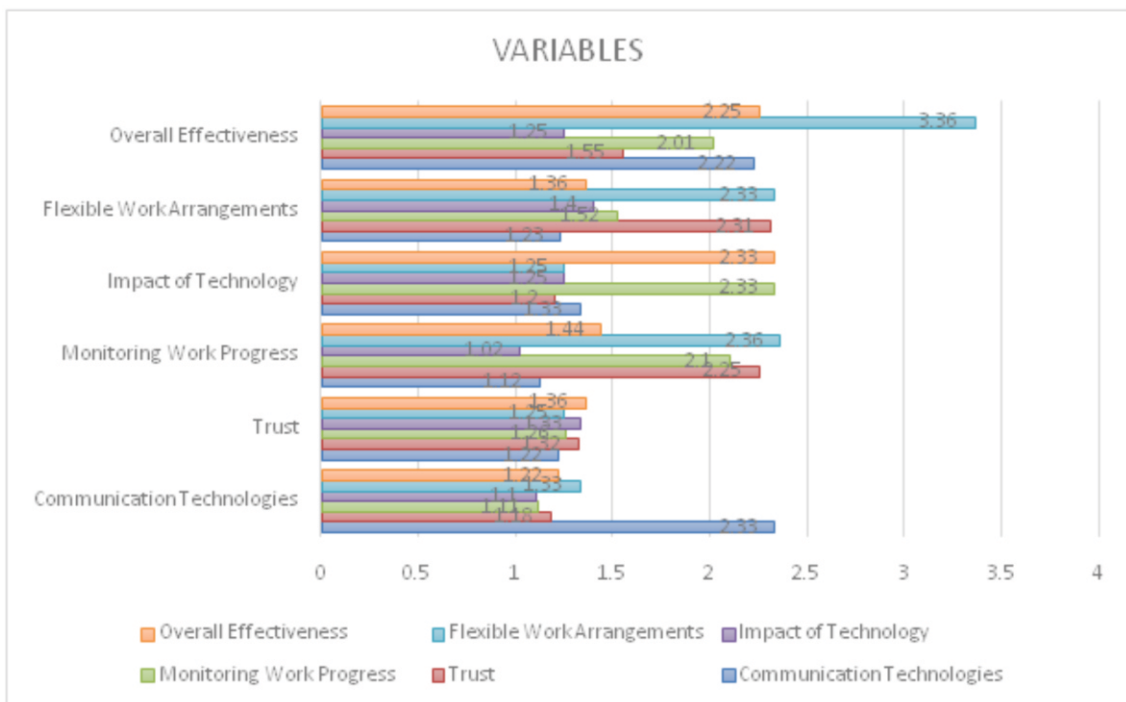


Figure 2: Correlation Matrix for Management Variables of Virtual Teams and Remote Workers

It appears that the table you provide has information that represents means or scores—which might be on a scale from 1 to 3 or 1 to 5—for different

components or variables in a research. The study's setting and the measurement scale would determine the interpretation, but generally speaking:

Communication Technologies: This element has the highest mean score (2.33), indicating that, generally speaking, people see it favourably. The mean scores for Trust (1.18), Impact of Technology (1.10), and Overall Effectiveness (1.22) are comparatively positive, albeit marginally lower

Trust: This row's highest mean score is 1.32, indicating trust. According to the study's context, this suggests a comparatively high degree of confidence.

Monitoring Work Progress: This component appears to be important or has an impact on the observed results, as indicated by its relatively high mean score (2.10) within its row.

Impact of Technology: When the Impact of Technology alone is taken into account, this aspect has a relatively high rating (2.33). Additionally, the rows for Flexible Work Arrangements (2.33) and Overall Effectiveness (3.36) have relatively high Impact of Technology scores, showing the perceived influence of technology on these elements.

Flexible Work Arrangements: Like Monitoring Work Progress (2.36) and Overall Effectiveness (3.36), Flexible Work Arrangements has a reasonably high mean (2.31) within its row, indicating that it is rated positively.

With the exception of communication technologies, which has a little higher mean score of 2.33, overall effectiveness is seen extremely favourably, with a high mean score of 2.25.

6. CONCLUSION

In conclusion, given the growing emphasis on remote work arrangements, efficient management of virtual teams is essential for success in the modern world. Managing the difficulties and optimising cooperation in remote teams requires a diverse strategy. To overcome obstacles and improve cooperation, it is essential to implement clear communication channels, make use of the right technology tools, cultivate a feeling of community, and build disciplined processes. Acknowledging and addressing typical problems including misunderstanding, time zone variations, and a lack of face-to-face connection are essential to the successful administration of virtual teams. Through the utilisation of diverse communication channels, regular

meeting scheduling, and the promotion of candid communication, teams can effectively close these gaps and foster a cohesive work atmosphere. To summarise, the implementation of efficient management strategies for virtual teams is essential for surmounting the distinct obstacles associated with distant work and improving teamwork. By fostering effective communication, maintaining team cohesion, and accomplishing objectives even in geographically scattered environments, these tactics act as guiding principles and help organisations adjust to the changing nature of modern work. In order to create a sense of community and motivation that transcends geographical boundaries, leaders must put their team members' engagement and well-being first. Effective communication is essential for a smooth information flow in the virtual world and is the foundation for success. It must be timely, accurate, and consistent.

6.1 Recommendations

Effectively managing virtual teams requires overcoming obstacles and improving teamwork. The following advice outlines strategies for effectively leading remote teams:

- Communication technologies and Protocols: To promote regular communication, implement and make use of a variety of communication technologies (such as chat, video conferencing, and project management software). Establish precise rules and procedures for communication to make sure that everyone is in agreement.
- Establish Clear Expectations and Goals: Clearly state the individual and team duties as well as the goals and objectives. Create SMART goals—specific, measurable, achievable, relevant, and time-bound—to direct the team's work and assess progress.
- Regular Check-ins and Meetings: Arrange for frequent team meetings and check-ins. These meetings promote teamwork, provide task updates, and offer a forum for talking about difficulties and exchanging best practises.
- Cultural Sensitivity & Awareness: Recognise and honour cultural diversity among team members.

Recognise multiple points of view and cultivate a welcoming atmosphere that celebrates and incorporates people from various ethnic origins.

- Establish Accountability and Trust: In virtual collaborations, trust is crucial. Team members should be encouraged to be dependable, transparent, and open with each other. Provide explicit accountability frameworks to guarantee that work is finished on schedule.

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THE IMPACT OF EMOTIONAL INTELLIGENCE ON CONFLICT RESOLUTION STRATEGIES IN ORGANIZATIONAL SETTINGS

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ABSTRACT

This research from Maharashtra, India, examines the link between EQ and techniques for handling conflicts at work. Recognizing, understanding, and controlling one's emotions as they arise in the workplace is the essence of emotional intelligence. The study's overarching objective is to analyse how emotional intelligence affects conflict management techniques and, by extension, how those techniques affect the dynamics of organizations. The study also seeks to identify any correlations between these features and age, gender, and profession. Data for the study was acquired from primary and secondary sources. The major method of data collection was a questionnaire with 46 questions. Two hundred working professionals were selected at random and given the survey via online distribution. Ninety-nine respondents' responses were analyzed for this study, with an emphasis on the ways in which they dealt with conflict. Initial data suggests that there is a robust correlation between emotional intelligence and preferred conflict resolution tactics among the group we studied. This study's contributions shed light on the interplay between emotional intelligence and conflict resolution strategies, stressing the importance of the latter within Maharashtra's complex organizational dynamics. These results have important ramifications for the improvement of conflict resolution training, leadership development, and human resource management practices in the workplace.

Keywords : Emotional Intelligence, Conflict Resolution, Organizational, Strategies

1. INTRODUCTION

Emotional intelligence (EI) is becoming increasingly important in today's complicated and fast evolving business world, particularly when it comes to resolving conflicts and leading teams. The ability to understand and control one's own emotions as well as those of others is what is meant by the term "emotional intelligence." When dealing with conflicts, leaders who are emotionally intelligent are able to gain insight into the feelings and motivations of all parties and craft solutions that take those considerations into account.

Emotional intelligence (EI) is a vital talent for effective leadership and conflict management in organizations. Leaders with high EI are better able to handle difficult social situations, forge lasting bonds with

their followers, and settle disputes amicably. Effective conflict management necessitates that leaders know how to control their own emotions and the emotions of their team members. Studies have indicated that leaders with high EQ are better able to resolve conflicts and advance their organizations' missions. They have enhanced capacities for social awareness, productive interaction, and teamwork. Moreover, leaders with high emotional intelligence are better able to deal with stress, remain calm under pressure, and make rational choices.

In this study, we'll look at how EQ helps or hinders dispute resolution and leadership performance at work. The first part of the paper will introduce the idea of emotional intelligence and explain why it's important in fields like conflict resolution and leadership. In the

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second part, we'll see how EQ skills like empathy, attentiveness, and clear expression may be put to use in the context of resolving conflicts. In the third part, we will discuss how emotional intelligence contributes to effective leadership, specifically how such leaders may better inspire and encourage their teams.

1.1 An Overview of Conflict Resolution and Emotional Intelligence

The capacity to recognize, regulate, and effectively navigate one's emotions in social situations is known as emotional intelligence (EI). It is made up of various parts, such as social skills, empathy, self-control, and self-awareness. Emotional intelligence (EI) is a key component of interpersonal relationships because it influences how people see, comprehend, and deal with their own and other people's emotions.

Relationship quality is greatly impacted by emotional intelligence in interpersonal settings. People with high EI typically have more empathy, communicate more effectively, and form closer bonds with others. They can respond correctly and foster healthier interactions because they are more skilled at identifying emotions in others. This emotional intelligence helps to foster a more peaceful and cooperative atmosphere, which is necessary for effective interactions in both the personal and professional domains.

In contexts of organizations, emotional intelligence is very important. It affects decision-making, teamwork, conflict resolution, and the efficacy of leadership. For leaders to effectively understand and manage the emotions of their team members, enhance productivity, and create a healthy work environment, they must possess emotional intelligence.

Conflicts and dynamics in the workplace are significantly influenced by emotions. Emotions mishandled can cause miscommunication, stress, and eventually confrontations between coworkers or groups. Miscommunication, divergent viewpoints, or unresolved emotions, for example, might intensify into arguments that impair efficiency and sour professional relationships.

Using successful conflict resolution techniques is crucial to overcoming these obstacles. Emotional intelligence is typically incorporated into these

techniques. People engaged in conflicts can improve communication, develop empathy for one another, and discover points of agreement for resolution if they have a common knowledge of emotions. This could entail empathetic communication, controlling one's emotions during conversations, active listening, and coming up with win-win solutions.

Emotional intelligence facilitates a cooperative attitude, which improves conflict resolution. People can collaborate to discover solutions that satisfy the needs of all parties, reducing negative feelings and creating a more upbeat, solution-focused atmosphere.

In many organizations, emotional intelligence and conflict resolution training programmed have become more popular. These courses aid in the development of leadership and staff members' emotional intelligence, interpersonal understanding, and conflict resolution abilities. Organizations can foster a work environment that is more peaceful, productive, and emotionally intelligent by incorporating emotional intelligence into dispute resolution techniques.

1.2 The Value of Resolving Conflicts in Organization's

- **Impact on Productivity:** Unresolved disputes may cause an organization's productivity to decline. Unresolved conflicts between people or groups frequently result in diversions, a loss of focus, and time lost on the conflict itself rather than on worthwhile endeavors. This inefficiency can seriously impair the organization's capacity to produce outcomes and achieve its objectives.
- **Effect on Morale and Team Dynamics:** Employee tension and discomfort are frequently caused by unresolved conflicts. Morale is impacted, leading to tension, worry, and even disengagement. It also has an impact on team dynamics, which can result in disagreements, mistrust, and a reduction in cooperative efforts. Such work conditions may demotivate employees, which raises the risk of employee turnover and lowers job satisfaction.
- **Organizational Health and Culture:** Extended or improperly managed conflicts can be detrimental to an organization's general well-being and

culture. It can damage the company's brand, create a toxic work atmosphere, and erode confidence in the leadership. Unresolved disputes have the potential to worsen, impacting not just the parties directly involved but also the larger organizational culture and creating systemic problems that affect everyone.

The function of emotional intelligence in resolving disputes :

- In order to manage and resolve conflicts in an effective manner, emotional intelligence is essential. Higher emotional intelligence enables people to control their own feelings as well as comprehend the viewpoints of others, which promotes more compassionate and helpful ways to dispute resolution.
- Even under trying circumstances, people with emotional intelligence (EI) are able to maintain composure, take into account opposing views, and communicate well. Improved regulation of affective reactions facilitates a more logical and well-rounded approach to conflict resolution.
- Emotional intelligence facilitates the development of a constructive, transparent, and encouraging environment for dialogue, which promotes a more team-based approach to dispute resolution.

1.3 Emotional Intelligence and Conflict Resolution: A Theoretical Framework

1.3.1 Theories and Models Connecting Conflict Resolution and Emotional Intelligence :

Daniel Goleman's Model: Goleman's model of emotional intelligence emphasizes self-awareness, motivation, self-regulation, empathy, and social skills as its five essential elements. The knowledge of how emotional intelligence affects conflict resolution is based on this concept. According to Goleman, these components are necessary for relationship building, conflict resolution, and effective communication.

The Mayer and Salovey Ability Model: According to this model, emotional intelligence is the capacity to recognize, comprehend, and regulate feelings in addition to being able to use emotions to aid with cognition. These skills are essential to conflict resolution techniques since

the resolution process requires people to be able to identify, comprehend, and control both their own and other people's emotions.

1.3.2 The Function of Emotional Intelligence in Resolving Conflicts :

Self-Awareness: People who possess a high level of self-awareness are aware of their prejudices, emotional triggers, and how these things influence how they behave when they are in a conflict. They can identify their emotional responses and modify their approach to defuse escalating disputes since they are aware of these reactions.

Self-Regulation: A key component of conflict resolution is the capacity to control and regulate one's emotions. Even in tense or difficult circumstances, people with strong self-regulation are able to restrain spontaneous impulses, maintain composure, and make thoughtful decisions.

Empathy: Empathy is essential to resolving conflicts because it enables people to comprehend the feelings and viewpoints of others. People who are empathetic are able to affirm the emotions and worries of others, which is crucial for establishing mutual understanding and encouraging teamwork.

Social Skills: Having strong social skills means being able to communicate effectively, listen intently, and mediate and negotiate disputes. People with strong social skills are able to establish and maintain connections with others, promote honest communication, and come up with solutions that work for everyone.

Motivation: People who are motivated go towards resolution. People with a strong internal motivation to settle disputes in a positive and constructive way are more likely to persist in their search for answers when faced with difficult or complex situations.

1.3.3 Utilization at the Office :

Incorporating these elements of emotional intelligence creates a strong basis for resolving conflicts at work. By comprehending and utilising these elements, an environment that is more favorable for conflict resolution may be created, which will improve collaboration, communication, and the general well-being of the company.

Through an examination of these theoretical foundations, organizations can put these emotional intelligence components into practice through techniques that improve conflict resolution and foster a more peaceful and productive work environment.

2. Objectives of the Study

- Examine the relationship between emotional intelligence and conflict resolution strategies.
- Examine the impact of demographic variables on an individual's emotional intelligence and conflict resolution style, including age, gender, industry/vocation, etc.

3. REVIEW OF LITREATURE

A thorough assessment of the literature on the topic was done by Winardi, Prentice, and Weaven (2019), who highlighted the growing significance of emotional intelligence in handling conflicts inside organisations. Their study reveals the usefulness of emotional intelligence (EI) in managing and resolving conflicts and synthesises the body of previous knowledge. Their research thus emphasises how important it is for organisations to view emotional intelligence as a useful competency for managers and staff to have when managing and resolving conflicts.

Additionally, Thongjeen's (2020) study delves into the complex interplay among conflict resolution, work-life equilibrium, emotional intelligence, and how these factors affect worker performance. In particular, the context of private firms in Yangon is examined in this study. According to Chongjin's research, employee performance can be greatly impacted by a comprehensive strategy that takes into account conflict management, emotional intelligence, and work-life balance. The study's conclusions highlight the complexity of workplace dynamics and imply that improving these elements can improve worker performance in businesses in the private sector.

Opara (2020) explores this idea in detail, emphasizing the role that emotional intelligence plays in influencing the leadership and planning procedures in higher education. The study emphasizes how executives with high LEI are better able to make wise decisions and direct organizations towards their objectives. This

research highlights the importance of emotional intelligence in successful institutional planning, with implications for leadership and administration at public universities.

Aseery, Mahran, Felemban, Aseery, and Mahran (2020) investigated the connection between emotional intelligence and conflict resolution in the healthcare industry from the standpoint of nurse managers. Their study explores the relationship between emotional intelligence and the conflict resolution tactics used by nurse supervisors in healthcare environments. The results show that nurse managers with high emotional intelligence are more equipped to handle and settle disputes amicably. The present study provides valuable insights that may be utilized to improve conflict resolution procedures in healthcare institutions.

The impact of emotional intelligence on leadership effectiveness and conflict management in organizations was the main topic of Babatunde, Sunday, and Adeshina's (2020) study. Their findings highlight the dual function of emotional intelligence, demonstrating the beneficial effects it has on both conflict resolution and leadership efficacy. According to the study, companies that place a high priority on the emotional intelligence skills development of their leaders and staff may see an improvement in conflict resolution and more effective leadership, both of which will ultimately lead to organizational success.

3. METHODOLOGY

The "Emotional Intelligence's Influence on Conflict Resolution Strategies" in organizational contexts is the main topic of this review. This study explores the connection between conflict resolution techniques and emotional intelligence, taking into account the growing weight that contemporary organizations place on emotional intelligence (EQ) relative to cognitive intelligence alone.

The study used the WeIS exam, a well-known instrument for evaluating emotional intelligence, to evaluate this relationship. The participants' emotional intelligence scores were determined using this test. Other well-known tools were also employed to examine and comprehend people's strategies for resolving conflicts in

work environments. These techniques were put into practise to show how emotional intelligence affects the tactics used to handle conflicts both inside and between teams, which is a key area of focus for managers who are trying to settle conflicts amicably.

3.2 Formulation of Questionnaires

To collect information, a thorough survey was created that asked questions regarding respondents' preferred methods of resolving conflicts as well as their emotional intelligence scores.

3.3 Size and Sampling Method

Convenience sampling was utilized to choose respondents from the organization's workers, yielding a sample size of 200 individuals for the study.

3.4 Gathering Data

Primary Data : A survey with forty-six items was used to gather primary data, assessing different conflict resolution strategies and emotional intelligence. The design of this survey was informed by established assessment instruments.

Secondary Data : A variety of sources, including books, journals, and the internet, were used to gather secondary data.

3.5 Restrictions on the Research

Participants in the study have to be able to fill out the online survey.

3.5.1 Inadequate Count of Participants

A lower percentage of respondents finished the poll since it was lengthy—100 questions in all. As a result, just 200 answers were received.

3.5.2 Different Approaches to Resolving Conflicts

A few participants displayed scores corresponding to different conflict management approaches, which caused uncertainty in the analysis process. As a result, only 100 respondents' data were taken into account for additional investigation.

3.5.3 Scale of Comparison

The emotional intelligence scores from the assessment instruments were not clearly categorized as high or low. As a result, there was no standardized approach to categorization in score interpretation.

4. OBSERVATIONS INFORMED BY DATA FINDINGS

Tables and figures have been utilized to introduce the information that was accumulated. MS Succeed and SPSS have been used as fitting factual devices to evaluate the information.

Table 1: demographical Profile

General Information	Number	Percentage
Age (in yrs)		
18-20	50	25%
21-25	50	25%
26-30	60	30%
30 Above	40	20%
Gender		
Male	120	60%
Female	80	40%
Years of service		
Less than 1	60	30%
1 to 3	60	30%
3 to 6	30	15%
6 to 10	40	20%
Greater than 10	10	5%

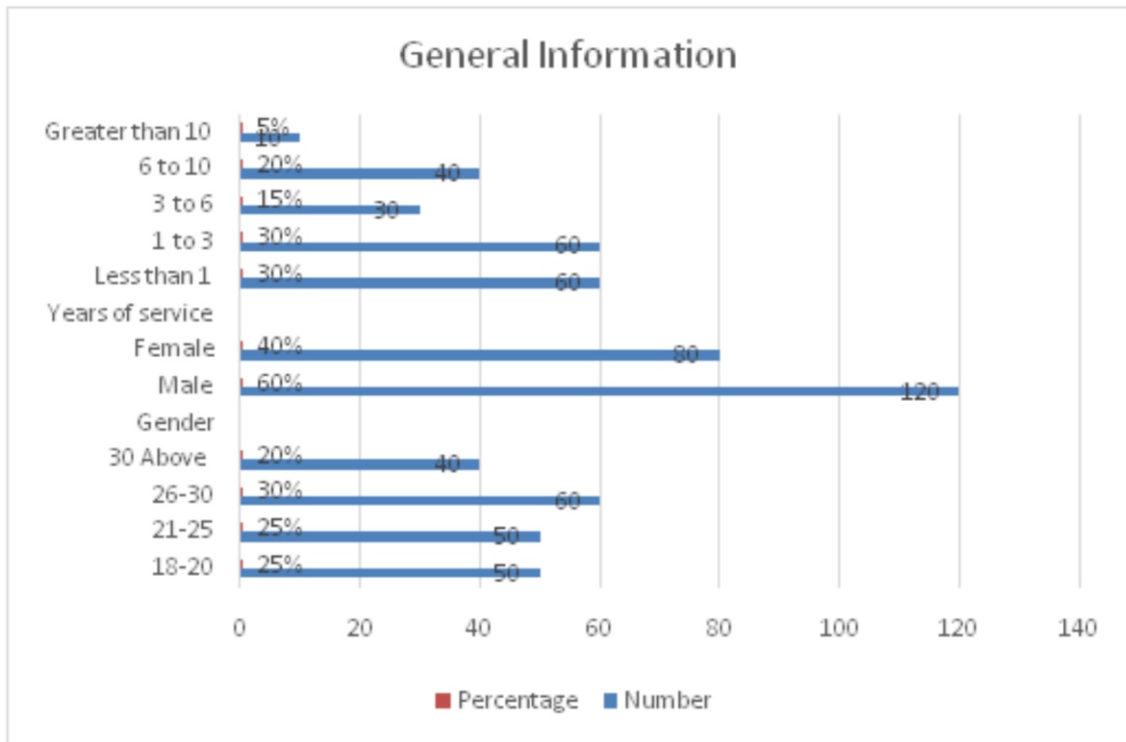


Figure 1: demographical Profile

The gathered information provides insights into the demographic makeup of the group under study across a variety of criteria. Age distribution shows that the largest group is made up of people who are between the ages of 26 and 30, who make up 30% of the sample. People who are between the ages of 18 and 20 and 21 and 25, who make up 25% of the sample apiece, are next in line. Twenty percent of the population is 30 years of age and older, which is a minor but noteworthy percentage. In terms of gender, the data shows that males make up 60% of the responders, and females make up 40% of the population. When examining years of service, the study finds that a significant portion of respondents have less

experience—30% fall into each of the groups for less than a year and between one and three years. The percentage of responders steadily declines as the years of service rise, with 15% having three to six years, 20% having six to ten years, and only 5% having more than ten years. Based on the statistics, it appears that younger people—especially those in their mid- to late-20s—are more prevalent, men are more likely to be responders, and a significant percentage of respondents are in the early stages of their careers, with the proportion decreasing with experience.

The assessment took into account data from 200 respondents who are employed in various industries. Every responder was employed in the region, and the majority of them were in the 18-30 age range.

Table 2: Gender-specific and alternative dispute resolution resources

Conflict Management Style	Male	Female
Adapting	50	40
Evading	50	40
Striving	60	60
Balancing	40	60

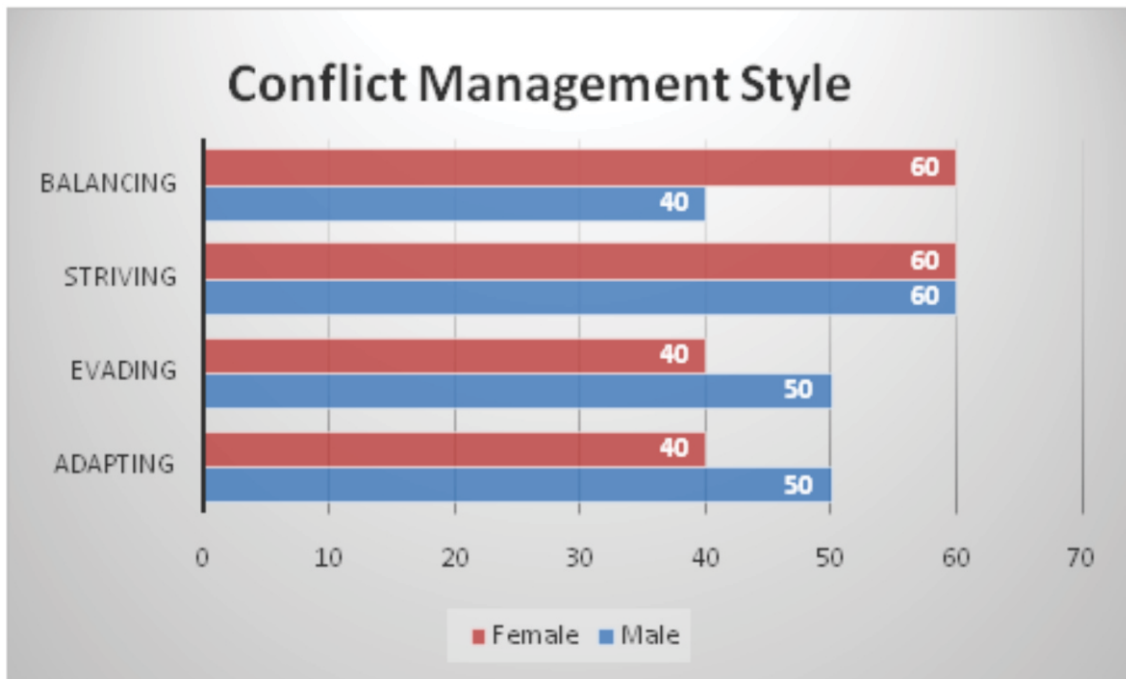


Figure 2: Gender-specific and alternative dispute resolution resources

The distribution of conflict management styles among respondents, both male and female, is shown in the statistics. Forty males and fifty females demonstrate this method in the "Adapting" manner. In the same way, 40 ladies and 50 guys use this technique in the "Evading" style. Sixty men and sixty women take up the "Striving" method. That being said, 40 men and 60 women typically employ this specific type of dispute resolution in

"Balancing" relationships. Based on this data, it appears that men and women adopt "Adapting" and "Evading" strategies in comparable ways overall. However, there is a gender difference in the application of the "Balancing" strategy, with a higher proportion of females choosing this technique than males. Based on the statistics presented, it appears that both genders prefer the "Striving" approach.

Table 3: T Test-Group

Emotional Intelligence core	Gender	N	Mean	Std. Deviation	Std. Error Mean
	Female	130	4.1525	.25141	.05814
	Male	70	3.3152	.41251	.06352

The information displayed displays the average Emotional Intelligence scores for a set of people classified by gender. With 130 responses, the female group has a higher mean Emotional Intelligence score (4.1525). With a standard deviation of 0.25141, which is comparatively smaller than the mean, this score suggests that the data points are more closely clustered around the mean. The accuracy of the mean estimation within this

group is indicated by the standard error of the mean, which is at 0.05814. The male group, which consists of 70 respondents, on the other hand, has a lower mean emotional intelligence score (3.3152). With a somewhat higher standard deviation of 0.41251, the data for the male group show a wider distribution of data points around their mean. The accuracy of the mean estimation within this smaller sample is reflected in the male

standard error of the mean, which stands at 0.06352. In conclusion, the evidence suggests that, in this sampled

community, women generally seem to have higher levels of emotional intelligence than men.

Table 4: Conflict Management Style Distribution Across Years of Experience

Conflict Management Style	1 or less than 1 year	1-3 years	3-6 years	6-10 years	More than 10 years
Adapting	50	60	30	40	40
Evading	50	60	50	40	50
Striving	60	40	50	60	60
Balancing	40	40	70	60	50

The distribution of various conflict resolution techniques among respondents, grouped by the number of years of professional experience, is shown in the table. People who have had less than a year display different preferences when it comes to conflict management strategies. Fifty of them choose the "Adapting" style, while the other fifty percent use the "Evading" strategy. Most people in the group with 1-3 years of experience favour the "Evading" (60) and "Adapting" (60) methods. On the other hand, individuals with 3-6 years exhibit a change in inclination, with a greater preference for the "Balancing" strategy (70), whereas a smaller percentage choose "Adapting" (30) or "Evading" (50). The pattern continues to change when experience levels rise over 6–10 years, with "Striving" and "Balancing" styles being more common among people with 6–10 years or more than 10 years of experience. The evidence points to a dynamic pattern: those who are in their early careers tend to have more adaptable ways, whereas people who are in their mid-career seem to have a more balanced approach. On the other hand, those with greater experience tend to have a preference for proactive or integrative conflict management approaches, suggesting a shift in strategy over time.

5. CONCLUSION

An analysis of how emotional intelligence affects conflict resolution techniques in work environments reveals a strong relationship between a person's emotional intelligence and how they handle conflict. The

results highlight the correlation between adopting more flexible, integrative, and successful conflict resolution tactics and having greater levels of emotional intelligence. People with higher emotional intelligence typically exhibit a stronger inclination to comprehend and regulate their emotions, which results in the use of positive strategies for resolving disagreements. This study highlights the requirement of developing emotional intelligence skills within organizational contexts and further supports the importance of emotional intelligence as a crucial element determining the choice of conflict resolution strategies. By empowering people to handle conflict with a more sympathetic, collected, and solution-focused perspective, emotional intelligence training can greatly support the development of a more peaceful and effective work environment. Therefore, the incorporation and cultivation of emotional intelligence competencies inside organizations may result in better dispute resolution procedures, which in turn may increase overall organizational efficacy and worker satisfaction.

5.1 Recommendations

- **Self-awareness and Self-regulation:** People who possess high emotional intelligence are better able to control their emotions and are more conscious of them. This makes it possible for people to remain composed, use reason, and control their emotions, all of which are beneficial in conflict situations.
- **Empathy and Understanding:** Emotional intelligence (EI) improves one's capacity to

comprehend the viewpoints and feelings of others. This facilitates a more cooperative rather than a confrontational approach to conflict resolution by allowing people to evaluate the issue from various angles.

- Effective Communication: Better communication abilities are fostered by high emotional intelligence. Talks on conflict resolution go more smoothly when people can listen intently, speak effectively, and express themselves in a kind and non-confrontational way.
- De-escalation of conflicts: People with high EI are able to spot developing disputes and step in before they get out of hand. Before disputes worsen, they are able to manage emotions, diffuse tension, and steer conversations in the direction of workable solutions.
- Collaborative Problem-Solving: The capacity for collaborative problem-solving is enhanced by emotional intelligence. By being aware of each other's needs and underlying emotions, people can cooperate to discover solutions that will benefit both sides.

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THE INFLUENCE OF ORGANISATIONAL CULTURE ON THE BEHAVIOUR AND DECISION-MAKING OF EMPLOYEES

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ABSTRACT

Investigating if organisational culture affects employee behaviour and decision-making was the main goal of this study. The aggregate behaviour of individuals inside an organisation is referred to as its organisational culture. This study concentrates on the organisational culture, despite substantial training in a number of operational domains, including supply, distribution, manufacturing, sales, and marketing. An organisation may lag behind if its organisational culture is weak. Examining how the University of Mumbai's organisational culture affects decision-making was the specific area of attention. A methodical technique was used to gather and evaluate data from a sample of 200 leaders, including those in administrative positions and those who went back to their former positions as University of Mumbai employees. The authors of the study recommend that management decision-makers take organisational culture into account. Adopting an impact-based decision-making process while keeping the current organisational culture in mind would improve the efficacy and performance of decision-making procedures.

Keywords : Organizational culture, behaviour, employee, Decision Making

1. INTRODUCTION

Organisational culture is the collective behaviour of persons who comprise an organisation. In addition, hierarchical norms, working language, working frameworks, pictures, ideals, convictions, and propensities all contribute to its formation. Together with serving as a perspective and a mood, these collective actions and assumptions also serve as an example for newly established hierarchical individuals. The way individuals and groups relate to each other, customers, and investors depends on the culture of authority. The idea of a hierarchical culture is used to illustrate the core beliefs that a specific group has formed, learned, or created as it attempts to address the issue of external diversity and introspective investigation. These beliefs have been demonstrated to be sufficiently powerful to be acknowledged as true, and as such, they ought to be imparted to newcomers as the correct approach to view,

consider, and react to those matters. An association's hierarchical culture, which can either promote or resist change, is composed of its members' shared perspectives, norms, values, mentalities, and convictions. When people join an association, they bring their beliefs and acquired traits with them. Regardless, these traits and beliefs are insufficient to support the person's performance in the association. The person needs to become accustomed to the specific business's strategies.

The word "culture" was metaphorically founded on the idea of "cultivation," or the act of tilling and developing land. When we discuss culture, we often refer to the example of development that is discussed in the public's knowledge base, as well as in terms of philosophy, values, laws, and customs. The degree to which a certain culture has improved determines the social peculiarities, as development differs from society to society following one another. Organisations need to

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study cross-national and cross-cultural phenomena since cultures vary from society to society. As a result, the

current organisational culture of Mobis India Ltd. is the main topic of this study, along with strategies for improving corporate performance.



Figure 1: Organizational Culture

It has become evident from culture mindfulness that it is frequently crucial to look at relationships at the community, state, and federal levels. It has a significant bearing on the traits and ideologies of people groupings. Overall, logical investigation and analysis reveal a significant impact on human behaviour, particularly that of individuals, groups, organisations, and endeavours. Because society is so complicated, advanced organisational development necessitates in-depth, time-consuming learning. More accurately, because of developmental demands in a variety of settings and circumstances, the challenges of the shift became more pressing. Within the field of contemporary workplace dynamics, the impact of organisational culture on employee behaviour and decision-making remains a crucial and fascinating subject of research. The values, beliefs, behaviours, and practises that are common within an organization's walls shape its work environment and the relationships that occur there. This is known as organisational culture. The complex web of culture has a big impact on how workers interact, make decisions, and perform as a team within an organisation. In today's global and diversified corporate landscape, knowing how organisational culture affects employee behaviour and decision-making has become increasingly important. Organisational culture is widely recognised as the

fundamental basis for a company's rules, traditions, and ethics. It shapes an organization's identity and affects the attitudes and behaviours of its employees as a whole.

There is a complicated, intricate, and multidimensional relationship between employee behaviour and organisational culture. It encompasses a range of components, including as communication methods, leadership philosophies, common values, and organisational structure rituals. Together, these elements affect workers' behaviour patterns, which in turn affects their output, job satisfaction, and general level of involvement.

1.1 Organisational Types

The ideals, convictions, customs, and behaviours that define an organization's operations are embodied in its organisational culture. There are various kinds of organisational cultures, and they have a big influence on how workers work together, make choices, and support the company's ultimate goals. A number of models have been put out to classify different civilizations according to their attributes. The following are a few widely acknowledged categories of organisational culture:

- **Clan Culture :** This culture is distinguished by an atmosphere that is similar to a family or a clan, where cooperation, teamwork, and support among members are valued highly. Usually, it focuses on

nurturing, mentoring, and staff involvement. There's a major focus on relationships among members and open communication.

- **Adhocracy Culture** : Adhocracy cultures are inventive, adaptable, and dynamic. Adhocracy-cultured organisations typically have a creative, risk-taking, and entrepreneurial mindset. They value individual initiative and nonconformist thinking, and they promote experimentation and adaptation.
- **Market Culture** : This culture is competitive and results-driven. Businesses with a market mentality prioritise exceeding their rivals and reaching quantifiable objectives. They frequently prioritise achievement and winning, are value-driven, and have a customer-focused approach.
- **Understanding Culture** : Within some models, there is a further category referred to as "Understanding Culture," in which a company places a high priority on honesty, trust, and shared values. In this type of culture, social responsibility, ethics, and transparency are essential.

1.2 Organisational Culture's Behavioural Patterns

In the context of organizational culture, behavioral patterns are the ways in which common beliefs, customs, and modes of communication within a particular workplace or organization impact the behavior and actions of its members. It basically concerns how the relationships and behaviors of employees are shaped by the workplace culture. Below is a summary of the elements and how they work:

- **Shared Traditions and Values** : Every organization has a set of customs and values that influence the culture of the workplace as a whole. An organization that emphasizes innovation, for example, can priorities be promoting risk-taking and innovative thinking in its behavioral pattern. A high degree of trust and moral behavior among employees may be indicated by the behavioral pattern if honesty and transparency are considered core principles.
- **Communication Styles** : The way people communicate at work is greatly influenced by the

culture of the organization. Certain organizations may encourage candid and transparent communication, allowing staff members to freely share their thoughts and opinions. In contrast, communication in other cultures may be more formal and hierarchical, with information passing through designated channels and tiers of authority.

- **Collaboration & Teamwork** : An organization's culture influences how its teams cooperate and work together. Staff members are encouraged to cooperate, share expertise, and provide support to one another in a culture that values cooperation. Employees in an individualistic culture, on the other hand, might be more likely to work independently and place less value on teamwork.
- **Leadership Dynamics** : The behavior of individuals in leadership roles and their leadership styles are greatly influenced by the organizational culture. Leaders within a culture that priorities participatory decision-making may include their teams in the decision-making process. On the other hand, leaders in a more autocratic society might decide on their own.
- **Overall Interaction** : The prevalent organizational culture has a significant impact on the everyday behaviors and general interactions among employees. This covers how choices are made, how disagreements are settled, how work is approached, and even how accomplishments and setbacks are acknowledged and dealt with.

2. OBJECTIVES

- To investigate and characterise Mumbai University's organisational culture with an emphasis on collaboration, individuality, leadership, responsibility, and interpersonal connections.
- To assess the variables that affect the university's decision-making processes in order to get an understanding of those processes.
- To evaluate the connection between the decision-making processes and the recognised organisational culture pillars in an effort to shed light on the ways in which culture affects decision-

making.

- To guarantee the authenticity and dependability of the collected data by means of thorough statistical analysis and professional assessments, guaranteeing precision and trustworthiness in the results.

3. LITERATURE REVIEW

Szczepańska-Woszczyzna (2015) investigates how employee behaviour in the innovation process is impacted by upper management. The study emphasises how important leadership is in creating the organisational culture, which in turn influences how employees behave in settings where innovation is valued highly. According to the author, an organization's normative tone can be established by good leadership, which will promote an innovative culture. Employee idea generation, creative problem solving, and the application of novel techniques are all encouraged by this culture. When leadership is in line with an innovative culture, it can have a big impact on how staff members participate in the innovation process.

The impact of organisational changes and culture on employee performance and job satisfaction—particularly among the millennial generation—shifts the focus of Mayhara, Absah, and Silalahi's study (2020). The study investigates the complex interactions among work happiness, organisational change, and culture, as well as how these elements as a whole affect millennial employees' performance. This study emphasises how crucial it is to develop an organisational culture that aligns with the aspirations and values of millennial workers, a unique and significant group in the labour market today. The results highlight how important it is to match company culture to the tastes of this generation in order to improve performance and work happiness.

In the framework of strategic decision-making, Aseeri and Kang (2020) explore the domain of organisational culture and how it interacts with big data socio-technical systems. With a focus on Saudi Arabia's higher education system, their study provides a unique viewpoint on how organisational culture and technology-driven systems affect strategic decision processes. The study shows that how big data systems are integrated into an organization's culture can have a huge impact on how

strategic decisions are made. In this situation, the use of data-driven technology for efficient decision-making is shaped by organisational culture.

Kiziloglu (2018) looks into the connection between intrapreneurship, organisational performance, and organisational culture. The study emphasises how crucial organisational culture is in shaping intrapreneurial behaviour inside a company. It has been discovered that intrapreneurship, which is defined as workers exercising initiative and participating in entrepreneurial activities within the company, acts as a mediator in the relationship between performance and organisational culture. The results highlight the impact that a culture that fosters intrapreneurial behaviour and thought processes has on an organization's overall performance.

The focus of the study by Alduais, Raoush, Samara, and Sartawi (2020) is on how staff at Jordanian private hospitals assess the influence of information sharing on the quality of decision-making. The value of open and honest communication inside organisations is examined in this study, with a focus on the healthcare industry, where decision quality is crucial. The results indicate that information sharing has a good impact on decision-making quality because it gives staff members access to vital information and insights, which helps them make better-informed and sensible judgements.

Research by De Clercq and Pereira (2020) focuses on task conflict and looks at how decision-making fairness and task clarity affect problem-focused voice behaviour. The study clarifies the elements that support or obstruct workers' ability to actively participate in giving their opinions voice in organisations. Uncertain job tasks and unfair decision-making procedures have been shown to lessen problem-focused speech behaviour, unless there is a task conflict. Uncertain tasks and biased decision-making have a less detrimental effect on voice behaviour when there is task conflict.

4. RESEARCH METHODOLOGY

- The expressive insightful methodology is applied to the reaction of the pioneers and employees who previously stood firm on authority situations however have since resigned or moved to different

positions, contingent upon the idea of the review and the data that it expects to assemble from the example of the review.

- This study's technique is based on a description of the phenomena of realistic and accurate description. Additionally, a conclusion is drawn through interpretation that advances knowledge of this reality and its evolution.

4.1. Sample

200 leaders and faculty members were specifically

chosen for the study sample, representing 8.1% of the study's overall population. One of the most crucial phases in achieving the research's objectives is choosing the study sample. The sample is chosen based on the objectives of the study, the methods, the challenge of recruiting volunteers, and the distance between the college buildings. According to the researchers, the sample was representative of reality and the results were generalizable.

Table 1 Mumbai University's Faculty Sample Proportion

<i>Faculty</i>	Total Count of the teaching staff members	Sample size	Percentage of the sample
<i>Law</i>	51	20	10
<i>Arts</i>	23	20	10
<i>Science</i>	40	10	5
<i>Medicine</i>	30	05	2.5
<i>Engineering</i>	20	08	4
<i>Paramedics</i>	30	10	5
<i>Education</i>	20	12	6
<i>Sharia</i>	50	16	8
<i>Administrative Sciences</i>	50	13	15.3
<i>Pharmacy</i>	60	20	10
<i>Dentistry</i>	23	10	5
<i>Social Sciences</i>	31	20	10
<i>Girls University</i>	55	36	0.18
<i>Total</i>	483	200	8.2

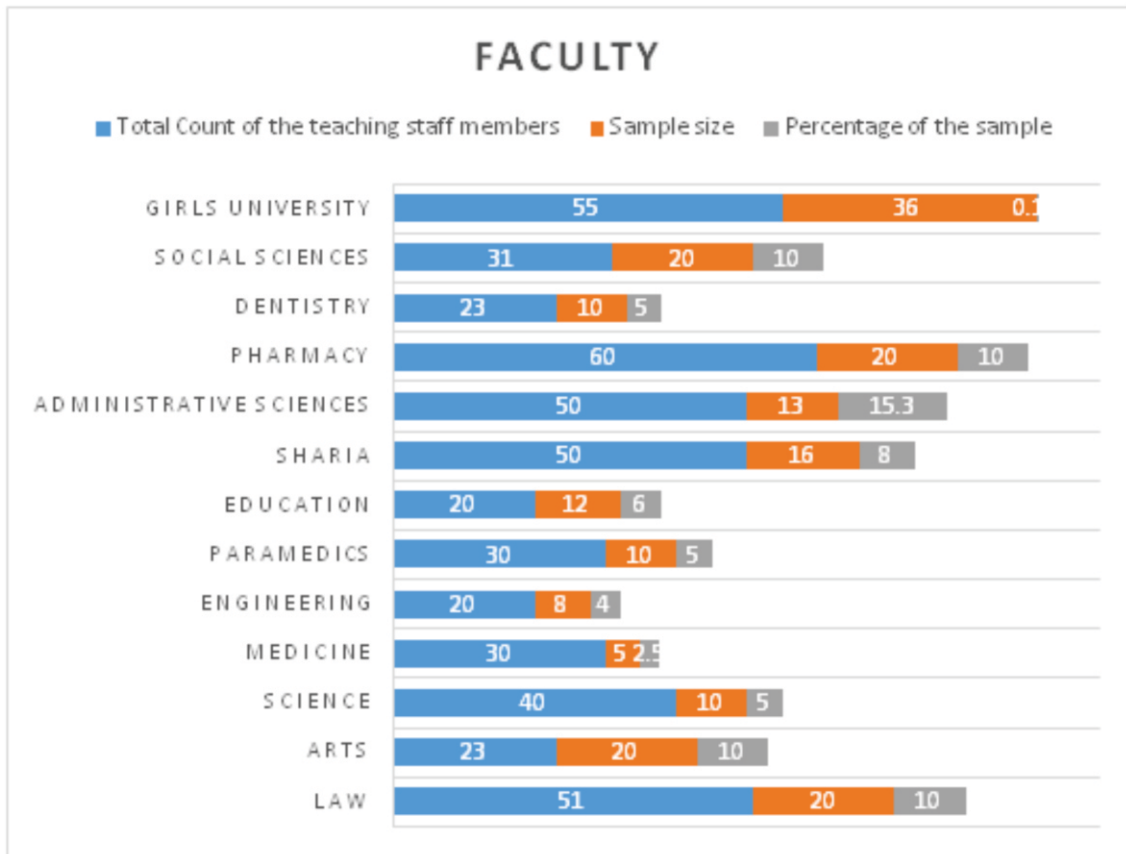


Figure 2: Mumbai University's Faculty Sample Proportion

The following table presents an overview of the distribution of teaching staff members throughout the many faculties and departments that make up the school. In all of the departments combined, there are a total of 483 teaching staff members.

The sample size indicates the number of members of the teaching staff from each department that were chosen for an investigation or a particular analysis. Take, for example:

The Law Department has a total of 51 teaching staff members, with 20 students serving as a sample, which is approximately 10% of the department's total faculty.

The Arts department employs a total of 23, with 20 people making up the sample, which accounts for 10% of the department's total employment.

The overall personnel for Administrative Sciences is 50 people, although the department only has a sample of 13 people. This is around 15.3% of the total staff.

The percentages that are displayed in the column labelled "Percentage of the sample" represent the proportion of the sample size that is present in comparison to the total number of staff members for each division. It demonstrates how the selected sample is distributed across each of the areas.

The total number of participants in the sample across all departments comes to 200, which is equivalent to around 8.2% of the institution's total teaching staff.

In addition, it is important to point out that the "Girls University" department appears to have a smaller sample size in contrast to the total number of staff members employed there; in fact, this department only accounts for 0.18% of the total personnel.

These data could be put to use for a variety of research, analytical, or surveying objectives within the organisation, with a particular emphasis on particular departments or faculties by taking into consideration a representative sample size from each.

4.2. Tools

- **Reliability and Validity** A team of experts in the field of administrative sciences examined and revised the questionnaire's validity as well as its content coverage of the study's primary areas and objectives.

Their findings led to some changes, and inappropriate statements were eliminated. Using the two surveys on a sub-sample of 20 persons allowed researchers to assess the consistency dependability of the results. Cronbach's alpha was determined using SPSS, a statistical package designed for the social sciences. The exercise's findings show that the Cronbach's alpha coefficient for the first questionnaire is 0.76 and that for the second questionnaire it is 0.85.

- **Interviews** Leadership and academic members at Kuwait University were interacted with in order to pinpoint organizational culture domains and comprehend decision-making processes.
- **Questionnaire** The primary method for gathering data for the study was a field investigation. The questionnaire, which examined notions of leadership skill development relevant to modern leaders, was developed in accordance with other studies.

The questionnaires were filled out by faculty members and then given to the arbitrator. According to the arbitrators' advice, the necessary revisions were made, some comments were changed, and unsuitable statements were removed. The survey has 91 items in its finished version.

Two questionnaires were used in the investigation. As the only public higher education institution in Mumbai, the first questionnaire aims to ascertain the organizational culture among its faculties. The second questionnaire aims to comprehend the university's decision-making procedure.

- The organizational culture questionnaire is divided into five sections, each of which contains six three statements. Cooperation and participation, effectiveness and creativity, responsibility and affiliation, leadership and

follow-through, and interpersonal relationships and collaboration are the five pillars of organizational culture. These elements were combined to provide a comprehensive assessment of Mumbai University's organizational culture.

- The decision-making questionnaire has three sections, each of which contains (28) statements. Although it is possible to compare each of the questionnaire factors to assess the relationship between organizational culture and the decision-making process.

Each questionnaire is used to create a composite measurement of the relationship between organizational culture and decision-making in this study.

4.3 Hypothesis

Hypothesis 1 (H1): At Mumbai University, decision-making procedures are more successful when there is a strong organisational culture that values collaboration, innovation, accountability, leadership, and healthy interpersonal interactions.

Hypothesis 2 (H2) is that the degree of alignment between the decision-making processes and the organisational culture pillars of Mumbai University directly affects the results, meaning that a higher alignment leads to a bigger influence of culture on decision-making.

5. DATAANALYSIS

In this part, we provide the findings of our empirical investigation. According to the study's presumptions, the section is broken down into three parts.

5.1. First Hypothesis

The organizational culture of the institution is not perceived differently by faculty members and university leaders in any appreciable way.

The responses' findings are displayed in Table 2. The average organizational culture at Mumbai University does not significantly differ between leaders and faculty members because the estimated t-value test (2.26) is not statistically significant at the level of 0.05. This shows agreement between faculty members' assessments of the organizational culture prevalent in Mumbai University's administrative climate and those of university administrators.

The findings could be used to modify leaders' perceptions of the university's vision, purpose, and values

as well as convergence ideology. This outcome supported the research's initial hypothesis.

Table 2: Disparities Between Faculty and Leaders in the Organisational Culture

Sample	Number	Mean	Standard Deviation	t-value	Degrees of Freedom	Significance
University Leaders	200	121.26	8.22	3.36	150	Not Statistically Significant
Faculty members	483	151.33	9.12			

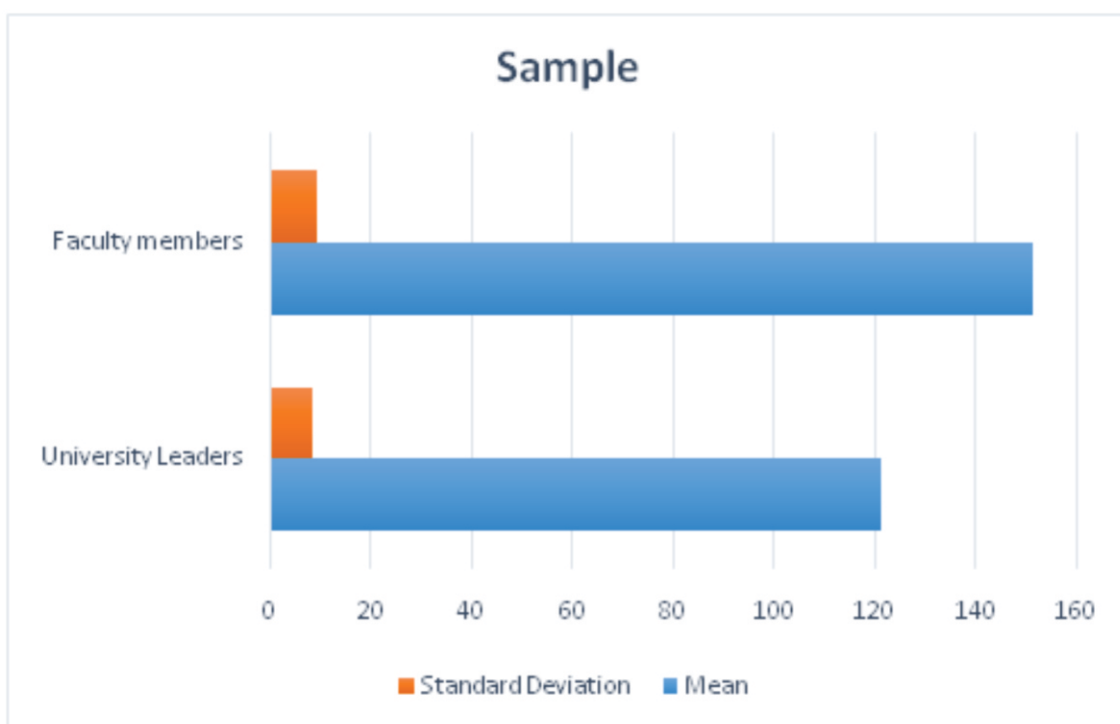


Figure 3: Disparities Between Faculty and Leaders in the Organisational Culture

In order to investigate possible disparities between University Leaders and Faculty Members, the data presented compares these groups based on sample size, mean, and standard deviation. With 200 participants, the University Leaders sample produced a mean of 121.26 and a standard deviation of 8.22. However, the sample of faculty members was bigger, consisting of 483 people, and had a somewhat greater standard deviation of 9.12 and a higher mean of 151.33.

Based on the available data, a t-value of 3.36 was determined. With 150 degrees of freedom, the comparison of Faculty Members and University Leaders produced a "Not Statistically Significant" result. This result suggests that there is little possibility that the observed mean disparities between faculty members and university leaders are the result of anything other than random chance. Put another way, from a statistical standpoint, the difference between the means of these

groups may not be deemed important or significant.

This statistical insignificance indicates that variables other than the distinction between University Leaders and Faculty Members may contribute to these fluctuations, notwithstanding the numerical disparities in averages between the two groups. While there does not seem to be a statistically significant difference between University Leaders and Faculty Members based just on the means, it may be necessary to investigate other variables or factors that could better explain the disparities seen between these groups.

5.2. Second Hypothesis

Between faculty members' and leaders' assessments of the decision-making process at Kuwait University, there is no discernible variation in the means.

According to Table 3, there is no statistically significant difference between faculty members' and leadership's opinions on the decision-making process. At a significance level of 0.05, the estimated t-value of 1.68 is not statistically significant. This outcome demonstrates agreement between responses from faculty members and university administrators regarding Kuwait University's decision-making process. Because of the construction of Kuwaiti society, which most of the example individuals had a place with, this outcome likewise shows that the two chiefs and employees had a place with one climate and that distinctions between them were very surprising. Additionally, the two sub-samples have similar administrative concepts related to decision-making procedures. This supports the research's second hypothesis.

Table 3: Disparities Between Leaders and Faculty in Their Decision-Making Process

Sample	Number	Mean	Standard Deviation	t-value	Degrees of Freedom	Significance
University Leaders	200	50.11	6.32	2.36	150	Not Statistically Significant
Faculty members	483	49.32	7.23			

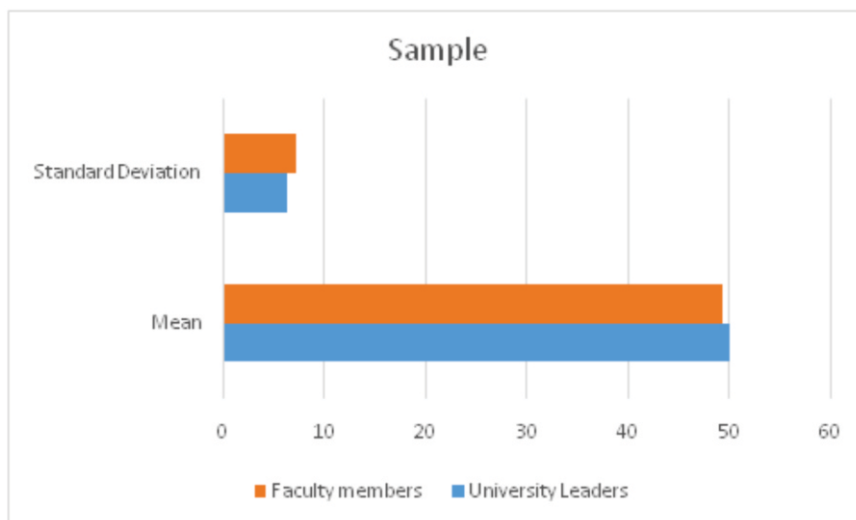


Figure 4: Disparities Between Leaders and Faculty in Their Decision-Making Process

In order to evaluate any potential differences between the two groups, the data on faculty members and university leaders is presented. Sample sizes, means, standard deviations, and t-values are compared. There were 200 participants in the University Leaders sample, with a mean score of 50.11 and a standard deviation of 6.32. In contrast, 483 people made up the Faculty Members' sample, which had a significantly lower mean of 49.32 and a standard deviation of 7.23.

With 150 degrees of freedom and a computed t-value of 2.36, it was determined that there was "Not Statistically Significant" difference between Faculty Members and University Leaders. This suggests that rather than being statistically significant, the observed differences in averages between the two groups are probably the result of random chance.

These findings imply that the disparities between University Leaders and Faculty Members' means, while numerical, are not statistically significant. Therefore, based just on the means given, it is not possible to draw the conclusion that there is a major difference between the two groups. Since the means by themselves do not statistically show a significant and trustworthy difference between University Leaders and Faculty Members, other factors or variables may be impacting these results. It might be essential to do additional research or analysis to fully comprehend the differences seen in these groups.

6. CONCLUSION

A company's organisational culture is crucial in influencing employees' behaviour and how they view their work environment. Experts recently reviewed relevant organisational culture elements, including job engagement, attitudes, and workplace values, in order to evaluate the impact of these elements on employee behaviour. According to the study, organisational culture discourages polarising structures inside the company while acting as a unifying force that fosters harmony. It's interesting to note that there was no discernible variation in the average organisational culture scores between college management and personnel. Furthermore, based on average scores, the study failed to disprove the null hypothesis, which states that there is no statistically significant difference in the decision-making processes

of college leadership and employees. One complex and important factor influencing the dynamics of a corporation as a whole is the impact of organisational culture on employee behaviour and decision-making. This study has clarified the significant influence organisational culture has on influencing employee behaviour and decision-making processes by thoroughly analysing a number of organisational culture variables. The attitudes, beliefs, and behaviours of employees are shaped by the organisational culture. The results highlight how employees can develop a feeling of cohesion, unity, and shared ideals when they work in an environment that is clearly defined and coherent. It serves as a compass, influencing how staff members communicate, approach their work, and reach choices inside the company. The study's findings indicate a striking consistency in how employees at all levels perceive company culture, especially the lack of statistically significant differences in average scores. This homogeneity, which cuts across hierarchical divisions, indicates a common understanding and alignment in the organization's ideals, beliefs, and practises.

6.1 Recommendations

- Workplace culture has a big impact on how people behave and make decisions. The following advice can help you comprehend and control its influence:
- Establish and Align Values: Clearly state the organization's principles in all of your communications. Make sure that the decisions and actions that employees do on a daily basis are consistent with these principles. Actions are more consistent when there is a strong alignment.
- Leadership Role Modelling: Organisational culture is greatly influenced by leaders. Urge leaders to exhibit the appropriate behaviours, values, and modes of decision-making. Workers frequently imitate the behaviour of their leaders.
- Encourage Open Communication: Create an atmosphere that welcomes candid criticism and open dialogue. This fosters a culture where different viewpoints are taken into account throughout decision-making processes by

enabling staff members to voice their ideas and concerns.

- Acknowledge and Reward Desired Behaviours: Put in place processes for acknowledgment and reward that strengthen actions consistent with the culture of the company. This encourages staff members to follow suit by reiterating favourable behaviours.
- Training and Development: Provide training courses that highlight the values, culture, and preferred procedures for making decisions inside the company. This gives staff members direction on how to make decisions within the cultural framework and teaches them about expectations.

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STRATEGIES FOR SUCCESSFULLY MANAGING ORGANIZATIONAL TRANSFORMATION THROUGH EFFECTIVE CHANGE LEADERSHIP

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ABSTRACT

Organizational management must adapt to the difficulties of the globalization period if it is to survive and grow in a constantly changing and competitive environment. Successful adaptation necessitates the implementation of change across the entire organization. Although change management is a well-known practice in the private sector, the public sector is beginning to see its value as well. Strong leadership is required for the management of organizational transformation to be successful. The purpose of this study was to investigate how Maharashtra's public colleges are affected by change management. The particular goals were to determine how it affected organizational culture, how it affected organizational structure, and how it affected leadership in these institutions. For this investigation, a case study methodology was used. One hundred important employees who were actively managing organizational transformation were included in the sample. To acquire data, both primary and secondary sources were used. The study's topics were supported by data acquired from surveys and secondary sources, which concentrated on change management and its effects on organizational structure, culture, and leadership. Quantitative data were analyzed using analytical methods including descriptive statistics (mean, mode, median, and frequencies)

Keywords : Strategies, Managing Organizational, Transformation, Change Leadership

1. INTRODUCTION

To achieve their goals and stay competitive in today's rapidly evolving business environment, organization's must continuously adapt and implement changes.

Change management is the discipline of organizing, implementing, and leading individuals, teams, and organizations through a transitional period to achieve desired outcomes.

It involves a systematic approach that considers the technological and human aspects of transformation. Change management requires the involvement of stakeholders, the reduction of opposition, and the creation of an environment that is supportive and encouraging in order for the change to be accepted and adopted. This article will look at a number of critical

strategies that organizations may employ to effectively manage changes and increase the likelihood that they will be carried out.

By understanding and implementing these strategies, organizations can avoid disruption, optimize benefits linked to the intended transformation, and navigate the challenges of change.

Organizational change is a complex and continuous process that requires careful planning and oversight. Success or failure can be determined by effective change management, independent of changes in technology, organizational culture, or structure. In today's fast-paced commercial environment, organizations that cannot respond quickly risk falling behind.

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Figure 1: Management strategy for a specific kind of organisational change

1.1 Recognizing the Requirement for Organizational Change :

Understanding the Need for Organizational Transformation" entails a thorough examination of the factors influencing change in the current business environment. This includes:

- Crucial for Transformation in an International Setting: Businesses face growing competition, technology developments, shifting customer needs, and market upheavals in a world economy that is changing quickly. The urgency with which organizations must change and adapt in response to these external dynamics is emphasized by this subpoint.
- Challenges Faced by Organizations: This section explores the particular difficulties that organizations face in the current environment, including technological disruption, market saturation, shifting consumer preferences, regulatory changes, and global economic fluctuations. It draws attention to how these difficulties call for strategic adjustments to organizational strategies, structures, and operations.

- The necessity of adaptive strategies is discussed, with an emphasis on how firms must be adaptable, flexible, and agile in order to endure and prosper in such a cutthroat climate. It highlights that proactive and transformative initiatives are essential for long-term success and that simply maintaining the status quo is insufficient.
- Sustaining Competitiveness via Adaptation: This sub-point emphasizes that obtaining a competitive advantage is an additional goal of organizational transformation, in addition to survival. It discusses how companies must continuously innovate, change, and reorganize in order to succeed in their particular markets and remain relevant.

1.2 Change Leadership's Significance for Organizational Achievement

The Role of Change Leadership in organizational Success" emphasizes on how important it is for leaders to be effective when their organizations are undergoing change. It includes:

- Steering Organizational Transformation: The entire process of organizational change is directed and guided by change leadership, which is a critical position. It entails establishing the goal, laying down the tactical course, and guiding the way towards an effective transition. It is the duty of leaders to communicate a compelling and unambiguous vision that inspires and unites the entire organisation in support of the intended change.
- Managing Change Effectively: Visionaries who are also skilled managers who supervise the whole process of change are effective change leaders. To guarantee a seamless transition, this entails organizing, carrying out, overseeing, and adjusting tactics. To maintain the transformation's direction, they foresee obstacles, handle complexity, and make appropriate strategy adjustments.
- Strong and Effective Leadership: Throughout the transformation process, strong and effective leadership is crucial, as this sub-point emphasizes. It encompasses attributes like effective communication, the capacity to uplift and

encourage people, strategic decision-making, cultivating an innovative culture, and fortitude in the face of obstacles or defeats.

- **Building Support and Overcoming opposition:** Those leading change must deal with the skepticism, anxiety, and opposition that frequently accompanies change. To ensure that the suggested changes are successfully adopted, they must involve stakeholders, forge consensus, and provide a welcoming atmosphere.

1.3 Obstacles in the Management of organizational Change :

The article "Challenges Encountered in organizational Change Management" focuses on recognizing the challenges and obstacles that are frequently encountered when major changes are implemented inside an organisation. This comprises:

- **Resistance to Change:** One of the most common problems is the innate resistance to change that workers may show. This resistance may be the result of routine disturbances, fear of the unknown, worries about job security, or the perception of risks to the organization's established power structures and hierarchies.
- **Lack of a Clear Vision and Communication:** Employees may get confused and uncertain as a result of poor communication or a vague, ambiguous vision for the change. Employee support and engagement in the change process may be lowered if they do not fully comprehend the reasons behind and the nature of the change.
- **Insufficient Leadership back:** Change initiatives may fail if the leadership does not fully back the change or does not offer the required resources, direction, or support. Effective leadership dedication and backing are essential for the successful execution of change.
- **Employee Engagement and Participation:** Workers may not welcome change or make valuable contributions if they see themselves to be marginalized or excluded from the process. Including staff members in decision-making processes and promoting their involvement can

have a big impact on how well the change programmed works.

- **organizational Culture and Structure:** Change initiatives may occasionally be impeded by pre-existing organizational cultures, structures, or procedures. Implementing change quickly may be hampered by bureaucratic red tape, a strict hierarchy, or deeply rooted cultural norms.

2. OBJECTIVES

1. Examine senior staff members' opinions regarding how new administrative procedures at the National University of Maharashtra are affecting organizational change.
2. Recognize the strategies that senior management at the National University of Maharashtra utilized to make decisions as the organization underwent change.
3. List the benefits and challenges that National University of Maharashtra staff members who were impacted by organizational changes both directly and indirectly faced.
4. Assess senior staff members' satisfaction with and opposition to the National University of Maharashtra's implemented organizational reforms.
5. Examine questionnaire-derived qualitative and quantitative data to have a thorough grasp of the impacts of change management at the National University of Maharashtra.

3. LITERATURE REVIEW

The paper by Sancak (2020) offers a thorough change management methodology within the framework of corporate organisations' shift towards sustainability. It offers insightful analysis and practical solutions as it dives deeply into the complexities of bringing about change towards sustainable practises. Businesses facing such transitions should read this article since it provides a systematic methodology that helps comprehend the challenges of integrating sustainability into organisational change.

Islam's (2020) work, which addresses the need for organisational transformation in reaction to crises, is relevant in the contemporary global context. This article

provides case studies and helpful advice on handling change in unpredictable times. It emphasises how organisations dealing with global crises need to be flexible and agile. It is an invaluable resource for anyone trying to comprehend and manage change during trying times because it incorporates real-world instances.

Bushe and Lewis (2020) provide an organised method by delineating three distinct change tactics in the field of organisation development. Their astute focus on generative change processes, high stakeholder engagement, and data-driven decision-making is noteworthy. This article provides a sophisticated understanding of various change techniques for successful organisational development, making it a useful guide for change leaders.

The focus of Vlachopoulos (2019) on organisational change in higher education is distinctive since it is especially seen from the viewpoint of executive coaches. The function of coaching in promoting change in educational institutions is clarified in this article. It provides insightful information for executives and professionals in higher education who are looking for efficient ways to bring about change.

Hubbart's (2020) research explores a fascinating facet of change management: organisational change aversion. The difficulties and opposition encountered during transition processes are examined in the essay. It offers tactics for overcoming opposition and navigating change aversion, which makes it an essential tool for change agents tackling organisational resistance.

The essay by Riaz, Morgan, and Kimberley (2020) describes how to manage organisational transformation by utilising a complex adaptive system framework. The article takes a prospective stance, emphasising the possible avenues for further research in the field of organisational change management. For academics and professionals looking to investigate cutting-edge methods of change management using complex adaptive systems, this work is highly thought-provoking.

4. RESEARCH METHODOLOGY

The descriptive aspect of this case study method, which emphasizes a careful analysis of particular events and their linkages, led to its selection. It was picked in

order to make an appropriate examination of change management's effects possible. It was determined that the most appropriate method for gathering thorough, perceptive, and unique data regarding the impacts of change management at the National University of Maharashtra was the descriptive case study methodology.

4.1 Population Description :

The National University of Maharashtra employees who had to deal with a variety of organizational changes as a result of the introduction of new administrative systems were the subject of the study. There are 1035 people working at the university overall. The purpose of the study was to examine those who were affected by these organizational changes, either directly or indirectly.

4.2 Sample Size

A targeted sample of 200 senior-level employees who were actively involved in decision-making and managing organizational change was chosen from a total of 1000 people. This personnel subset—more especially, top managers—was picked on purpose in order to have a thorough grasp of how change has affected the National University of Maharashtra. a purposive sampling technique was used in the selection process to make sure that the people selected fulfilled the requirements pertaining to senior management positions and active participation in the management of organizational transformation.

4.3 Data Collection

Getting information about a certain event is known as data gathering. Many primary and secondary sources were used for this investigation. Questionnaires made up the majority of primary sources, whereas books, university library magazines, and the organization's annual reports were examples of secondary sources.

In order to fully document the many effects of change management at the institution, a variety of surveys comprising both closed- and open-ended questions were created. These surveys were designed to collect information in both qualitative and quantitative forms. To ensure effective response collecting, a total of 100 questionnaires were created and disseminated utilising a drop-and-pick method.

5. DATA ANALYSIS

The data analysis employed written materials that reflected the individual expressions of the participants. The information obtained from surveys, interviews, and secondary sources was compiled in accordance with the study's themes—change management and its implications on organizational structure, culture, and leadership. After that, the data was scrutinized to make sure it was accurate, consistent, true, and valuable. assert that content analysis is used to measure semantic content, or the "what" of the communication. Its versatility allows it to be applied as a methodology or as an approach customized for a specific problem. Quantitative data was analyzed through coding in the SPSS Variant Information

Manager with the help of expressive metrics such as mean, mode, middle, and reaction frequencies. After then, the examination's results were presented as tables, expositions, and diagrams for subjective data.

This section covers the results' interpretation and presentation. The Public Colleges of Maharashtra were used as a contextual study in the review's investigation of the effects of change management in an association. The aim of this study was to investigate the effects of effective change management on the culture of Public Colleges of Maharashtra, the association's structure, and the caliber of its leadership. Examination, comprehension, and demonstration of information were the main topics of this section. The analyst used recurrence tables and rates to introduce information.

Table 1: Demographical Table

Variables	Fequency	Percentage
Gender		
Male	120	60
Female	80	40
Age		
18 -20	40	20
21 -25	40	20
26 -30	20	10
31 -40	50	25
40 Above	50	25
Education		
Master Degree	60	30
Phd	60	30
Post Graduation	40	20
Diploma	40	20
Work experience		
1 to 3 Year	60	30
4 to 6 Year	60	30
7 to 9 Year	80	40

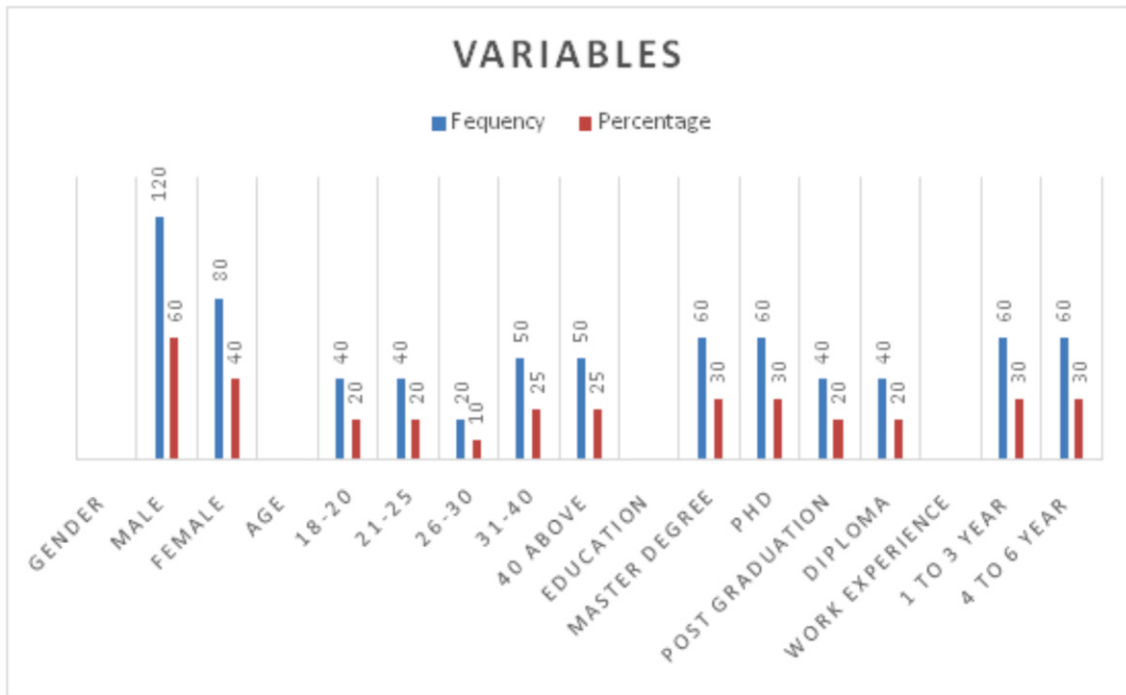


Figure 1: Demographical Table

The data shown illustrates how respondents were distributed in a study or survey according to multiple variables.

In terms of gender, 40% of respondents identified as female and 60% as male. Twenty percent of the respondents' age groups ranged between the 18–20 and 21–25 year old ranges. 10% of respondents were in the 26–30 age range, while 25% of respondents were in the 31–40 age range, which is comparable to the number of respondents who were 40 years of age and older.

Regarding educational background, thirty percent of participants possessed a Master's degree, while a corresponding proportion held a Ph.D. Furthermore, twenty percent of the respondents held a diploma, and the same amount had post-graduate qualifications.

In terms of work experience, thirty percent of respondents reported having one to three years'

experience, thirty more reported having four to six years' experience, and forty percent reported having seven to nine years' experience.

This breakdown gives a thorough picture of the study participants' characteristics by revealing the demographic makeup of the respondents according to gender, age groupings, educational attainment, and work experience.

5.1 Strategies for Efficient Change Management in Organizational Change Implementation

The survey for this study was conducted using a standardized questionnaire, and the 200 participants' replies were analyzed using statistical techniques like the mean and t-test. Convenience sampling was the technique employed in this study, and participants were chosen according to their accessibility and willingness to participate.

Table 2: Statements that seem to pertain to organizational change management methods or guiding concepts are displayed in the table below.

Statement	Survey Mean	t-value	p-value
Engage key stakeholders early: Employees, customers, and suppliers are crucial in the change process.	5.31	8.125	0.001

Empower change champions: Identifying and supporting influencers within the organization is pivotal.	5.11	12.362	0.001
Set clear goals and metrics: Essential for tracking progress and evaluating change success.	5.36	7.125	0.001
Offer support resources: Workshops, seminars, and tools help employees navigate the transition.	5.22	7.252	0.001
Acknowledge milestones: Celebrate successes to maintain motivation and momentum.	4.12	5.621	0.001
Communicate transparently: Consistent communication throughout the organization is crucial.	5.36	6.252	0.001
Lead by example: Demonstrating commitment to change through actions is vital for leaders.	3.36	8.362	0.001
Implement changes incrementally: Phased approaches minimize resistance and overwhelm.	5.12	7.252	0.001
Anticipate challenges: Change often brings unforeseen obstacles; be prepared to adapt.	4.22	4.625	0.001
Demonstrate commitment: Leaders should consistently align their actions with the change direction.	5.12	9.362	0.001



Figure 2: Statements that seem to pertain to organizational change management methods or guiding concepts are displayed in the table below.

6. CONCLUSION

In order to draw a conclusion on the techniques for effectively managing organizational transformation through change leadership, it is necessary to acknowledge the essential components that were discovered in the analysis. The table provides an overview of various critical tactics that are required for successfully managing change within an organization. These techniques are extremely important in terms of both the orchestration and the maintenance of a successful organizational transformation. The following is an all-encompassing conclusion: Effectively managing organizational change requires a multi-pronged strategy, which is presented as such by the tactics provided in the study. Successful change management requires early engagement of key stakeholders, empowerment of change champions, setting clear goals and metrics, offering support resources, acknowledging milestones, transparent communication, leading by example, implementing changes incrementally, anticipating challenges, and demonstrating commitment. Together, these components form a robust framework. It is essential to incorporate important stakeholders at an early stage in the change process, as their participation helps to cultivate a sense of ownership and commitment to the transformation. Providing vital assistance for moving the transition forward is empowering change advocates and influencers within the organization. When defined goals and measurements are established, there is a path that can be measured and tracked, which helps in determining whether or not the change was successful. The success of an organizational transformation is dependent on effectively managing the change that occurs. Organizations are able to improve the benefits of transformation while simultaneously lowering the risks associated with it when they implement a fundamental strategy for managing change

6.1 Recommendations

- Provide a Clear and Captivating Vision: Formulate a vision that effectively conveys the goals, course, and advantages of the change. The organization as a whole ought to share this goal, which will act as a beacon of hope during the transition.
- Appoint or cultivate strong change leaders who can advocate for the shift. They ought to be powerful, sympathetic, and able to lead the workforce through the transitions.
- Communication and Transparency: Promote candid, honest dialogue. Give regular updates, address any ambiguities, and pay attention to the worries of your staff. Make sure there is two-way communication that welcomes inquiries and comments.
- Engage and Involve Staff: Include staff members in the process of change. Their opinions, advice, and insights are much appreciated and can foster a sense of dedication and responsibility for the change.
- Change Management Plan: Create a thorough plan that details the necessary actions, deadlines, and materials. This plan must be flexible enough to handle unforeseen difficulties and incorporate methods for reducing opposition.

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**ENHANCING EMPLOYEE PERFORMANCE :
A STUDY ON THE INFLUENCE OF
WORK-LIFE BALANCE STRATEGIES**

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Mr. Abhijith Dilip Powar**

ABSTRACT

This study examines how work-life balance tactics affect workers' productivity in Maharashtra, one of India's progressive states. It seeks to thoroughly investigate the impact of various work-life balance efforts on the general well-being, productivity, and satisfaction of employees. The study, which is being conducted throughout Maharashtra's industries, examines the possible effects of various work-life balance tactics on employee performance by drawing on a thorough analysis of the body of existing literature. A mixed-method approach is used in the process, which combines quantitative and qualitative analysis. While qualitative approaches involve in-depth interviews with human resource managers and key stakeholders involved for implementing work-life balance programmers, quantitative data collecting entails disseminating questionnaires to a varied array of employees across industries with the same goals. Harmonizing personal and professional lives is made easier by the concept of work-life balance, which is crucial in today's commercial world. It urges individuals to deal with their time as indicated by their needs, ensuring that obligations to their families, professions, wellbeing, and organizations are completely adjusted. This study expects to decide the exact connection between balance between serious and fun activities and efficiency with regards to TATA Consultancy Services Limited (TCS) by assessing the impact of balance between fun and serious activities on representative execution.

Keywords : Employee Performance, Influence, Work-Life, Balance, Strategies

1. INTRODUCTION

In the cutting edge hierarchical climate, accomplishing top staff performance keeps on being an essential goal for long haul achievement and efficiency. Simultaneously, there has been a critical expansion in consciousness of the effect that work-life balance strategies have on impacting and upgrading employee performance. Maintaining a healthy balance between work and personal obligations is becoming more widely acknowledged as a critical component of improving workers' general well-being, job satisfaction, and output. This study sets out to conduct a thorough analysis of the effects of work-life balance techniques on worker performance, paying special attention to how these

strategies function in the setting of contemporary workplaces. The research explores the complexity of work-life balance programmers and how they affect the development of an environment that allows workers to successfully manage their personal lives while making the most impact in their professional domains. The old distinction between work and home life has become increasingly hazy due to the quick evolution of work structures and the growing complexity of personal duties. Organizational strategies for improving performance and promoting employee well-being must be reevaluated in light of this occurrence. Strategies for work-life balance serves as a pivot point for employees to sustain a positive balance between work-related obligations and personal

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duties, which in turn impacts their job satisfaction, engagement, and productivity at work. The purpose of this research's introduction is to emphasize how crucial it is to comprehend and put into practice work-life balance solutions that both improve employees' well-being and increase their productivity within organizations. The importance of these tactics will be further examined in the parts that follow, along with their diverse variations, related difficulties, and possible effects on worker performance in various organizational contexts. In the end, our research aims to provide insightful information that can direct organizational policies and procedures, creating a more encouraging work environment and improving productivity and well-being among employees.

1.1 Evolving Dynamics of the Workplace

The revolutionary transition from traditional office settings to more remote and flexible work arrangements is encompassed by the evolving dynamics of the workplace. Technological developments, shifting perspectives on work, and the necessity for more flexible methods to satisfy the demands of the contemporary workforce have all played a significant role in this change.

❖ **Changes in Workplace Dynamics :**

More adaptable work arrangements are replacing traditional office setups. Workers are using digital tools and communication platforms to complete their work whether working remotely from home or co-working locations.

❖ **Flexible and Remote Work Environments :**

With the development of technology, many employees now find remote work to be a viable and frequently preferred alternative. Unrestricted work schedules and locations, such as telecommuting and flextime, provide employees with unprecedented freedom.

❖ **Effect on Integration of Work and Life :**

How employees combine their professional and personal obligations is greatly impacted by the adoption of these new work dynamics. There are more chances and problems when it comes to drawing boundaries between work and personal time.

❖ **Difficulties in Juggling Work and Personal obligations :**

Managing the boundaries between work and personal life can be difficult for employees. Because remote work allows for greater flexibility, there may be less distinction between work and personal time. This could result in higher levels of stress, make it harder to take time off from work, and make it more difficult to maintain a healthy work-life balance.

❖ **Accessibility and Dependency on Technology :**

Although technology makes remote work easier, it also creates a "always-on" mentality where workers feel obligated to be available at all times. This more accessibility may make it more difficult to keep work and personal life apart.

1.2 Significance of Work-Life Balance

The importance of work-life balance in modern businesses stems from its critical role in promoting overall productivity, job happiness, and employee well-being. These are the salient features:

- **Employee Well-Being:** A key component of employee well-being is work-life balance. Stress levels are lowered, mental health is enhanced, and general well-being is enhanced when people are able to balance their job obligations with personal interests.
- **Job Satisfaction:** Maintaining a healthy work-life balance is positively correlated with job satisfaction. Workers who believe they have the freedom to manage personal affairs without violating their work responsibilities are often happier in their positions. Increased dedication and loyalty to their company are frequently the results of this satisfaction.
- **Productivity and Performance:** A person's productivity and general performance at work are positively impacted by achieving an ideal work-life balance. Employees are more likely to be engaged, motivated, and focused when they feel supported in juggling their personal and professional obligations. Productivity levels rise as a result of this increased focus.
- **Reduction of Burnout and Stress:** Employee

burnout and stress levels can be decreased by striking a balance between work and personal life. Prolonged periods of stress or overworking oneself can have a detrimental effect on one's physical and emotional well-being as well as reduce productivity. Balance between work and life serves as a safeguard against these negative consequences.

- **Employee Attraction and Retention:** Companies that place a high priority on work-life balance programmers are more likely to draw in and keep top talent. A nurturing atmosphere that recognizes and meets the individual needs of staff members is more likely to attract new hires and increase retention rates in the company.

1.3 Strategies for Work-Life Balance Play Two Roles

Work-life balance strategies have a dual purpose that includes helping both individuals and organizations. They are essential in improving employees' overall quality of life while also making organizations more successful. These are the salient features:

1.3.1 Benefits Specific to Employees :

- a) **Improved Quality of Life:** Work-life balancing tactics give staff members the freedom to successfully juggle their personal and professional lives. As a result, people have more time for their families, hobbies, health, and other non-work-related activities, which improves their quality of life overall.
- b) **Less Stress and Burnout:** Work-life balance-promoting tactics lessen the likelihood that workers may experience stress and burnout. These techniques help people manage their schedules with flexibility and support, which lowers stress levels and promotes a healthier work environment.
- c) **Enhanced Engagement and Job Satisfaction:** When workers believe their employer encourages a work-life balance, they are more engaged and satisfied with their jobs. Their degree of engagement and dedication to their work is positively impacted by this support, which raises productivity and fosters a sense of loyalty inside

the company.

1.3.2 Benefits to the Organization :

- a) **Increased Productivity and Performance:** Work-life balance initiatives directly lead to increased employee productivity and performance for the benefit of organizations. Workers who have support in maintaining a work-life balance tend to be more motivated, focused, and effective in their positions.
- b) **Greater Retention Rates:** Initiatives to promote work-life balance have been linked to increased rates of employee retention. Employers who prioritize employee well-being and encourage a balanced lifestyle are more likely to hold onto their best personnel, which lowers turnover rates and related expenses.
- c) **Positive Organisational Culture:** Putting these tactics into practice helps to create a positive workplace atmosphere. An workplace that prioritizes work-life balance shows that a company cares about its workers' well-being and fosters a climate of mutual respect, loyalty, and trust.
- d) **Competitive Advantage in Attraction:** Businesses with a focus on work-life balance techniques have an advantage over rivals when it comes to luring in fresh talent. Organization's that encourage a healthy work-life balance are more attractive to prospective employees and are therefore more competitive in the employment market

2. OBJECTIVES

1. To research aspects of work-life balance (stress, workload, family support, and flexible hours) in TCS Pune. To determine how they affect employee performance, correlate them with performance measures.
2. To ascertain the efficacy of the programmer by assessing the effects of TCS Pune's work-life balance initiatives on engagement, productivity, absenteeism, retention, and job satisfaction.
3. To Base on the results, recommend customized policy changes or initiatives to improve TCS Pune's work-life balance with the goal of

maximizing worker productivity and well-being in the workplace.

3. REVIEW OF LITREATURE

Arfandi and Kasran (2020) "The Effect of Work Life Balance, Leadership Style, and Organisational Culture on Employee Performance" It appears that this study investigates how organisational culture, leadership style, and work-life balance affect worker performance. The confluence of these variables points to the need for a thorough examination of the variables that may impact how well workers execute their jobs. The integration of these three crucial components could provide insight into the ways in which a healthy work-life balance, capable leadership, and the dominant company culture are related to one another and impact worker performance.

Bhatti and Alnehabi (2020) "Impacts of Work-Life Balance, Work Insight, Employees Contribution in Sports, and Employees Disposition towards Sports on Employees Occupation Performance: Interceding Job of Work Inclusion" This study takes a gander at various qualities, including perspectives towards sports, work-life balance, work insight, and support in sports, and what this mean for work performance. It's interesting to note that aspects connected to sports are included as well; this shows a wider variety of factors influencing job success and may point to the importance of extracurricular activities in workplace effectiveness. "

Work–Life balance policies and organisational outcomes—a review of literature from the Indian context" is the title of Chaudhuri, Arora, and Roy's 2020 study. It seems that the review is primarily concerned with work-life balance policies and how they affect organisational outcomes, particularly in the setting of India. It appears to offer a summary or synthesis of the body of research, emphasizing how work-life balance initiatives affect organisational outcomes in the unique sociocultural setting of India.

Dada (1923) This looks to be a PhD dissertation with a specific focus on the impact of work-life balance at University College Hospital Ibadan on employee performance. A more thorough understanding of a particular organisational setting may be provided by this localized study, enabling a thorough examination of the

ways in which work-life balance influences employee performance in that particular setting.

Dwitanti, Murwani & Siswanto (2020) This study looks at the mediating effects of workload and job stress at work in order to explore the relationship between work-life balance and employee performance. It implies that work-life balance may have an indirect effect on worker performance by influencing workload and stress levels at work. This viewpoint is helpful in comprehending the mediating variables that may influence the connection between job performance and work-life balance.

Elrayah & Zakariya (2020) It looks that this research examines the combined effects of workers' physical, mental, and work-life balance on their intention to leave their positions as well as their performance (turnover intention). By taking into account work-life balance, mental and physical health, and how these elements can all affect job performance and the desire to stay with the company, it acknowledges the complex nature of employee well-being.

4. RESEARCH METHODOLOGY

The current examination uses an enlightening exploration approach to explain the connection between employee performance and work-life balance. Work-life balance is the independent variable that is being studied, while employee performance is the dependent variable. Sources from primary and secondary sources are used in data collection.

About 200 employees complete a standardized questionnaire as part of the primary data collection process. Secondary data is gleaned from research articles published in various publications and periodicals, with additional support from online sources. MS Excel and SPSS are used for statistical analysis of the data. Regression analysis and correlation are the main analytical methods used.

Additionally, in order to compare and contrast the results of the Gurgaon study, a parallel study will be carried out in the Pune office of TATA Consultancy Services Limited. The objective of this expansion is to offer a more exhaustive comprehension of the manners by which work-life balance influences employee

performance in different geological regions inside the organization.

4.1 HYPOTHESIS

H1: Work-life balance and employee performance are

significantly correlated.

H2: Employee performance is greatly impacted by work-life balance.

5. DATA ANALYSIS AND INTERPERTATION

Table 1: The following table shows the demographic profile.

Items	Number	Percentage%
Age		
18-20	50	25%
21-25	50	25%
26-30	60	30%
30 Above	40	20%
Gender		
Male	120	60%
Female	80	40%

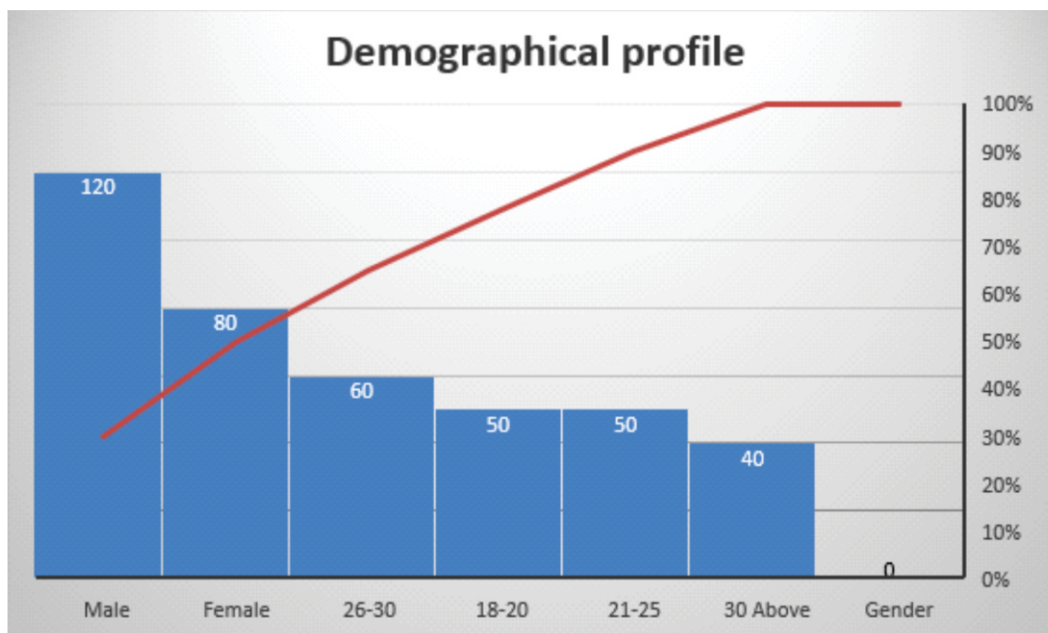


Figure 1: The following graph shows the demographic profile.

The given data shows how a given population is distributed demographically, taking into account age and gender. When it comes to age categories, the majority of the sample (30%) is in the 26–30 age range. The age

groups of 18–20 and 21–25, which together account for 25% of the population, are closely behind. Meanwhile, twenty percent of the sample consists of people above the age of thirty.

From a gender perspective, the data shows a gender gap, with men making up 60% of the sample and women making up 40%. The surveyed population appears to have a modest gender imbalance, based on this distribution. The age distribution clearly reveals a concentration of people in their mid- to late-20s, which may suggest that this age group is highly represented in

the population under study.

5.1 Analysis of Reliability Using Questionnaire

Employee performance has a Cronbach's alpha value of 0.890, while work-life balance has a score of 0.82. The values in the aforementioned examples range from .7 to .9, indicating that the questionnaire has internal consistency.

Table 2: Cronbach's Alpha Interpretations and Values for Work-Life Balance and Employee Performance

Variable	Cronbach's Alpha	Interpretation
Employee Performance	0.896	High internal consistency (0.7 - 0.9 range)
Work-Life Balance	0.822	Moderate to high internal consistency

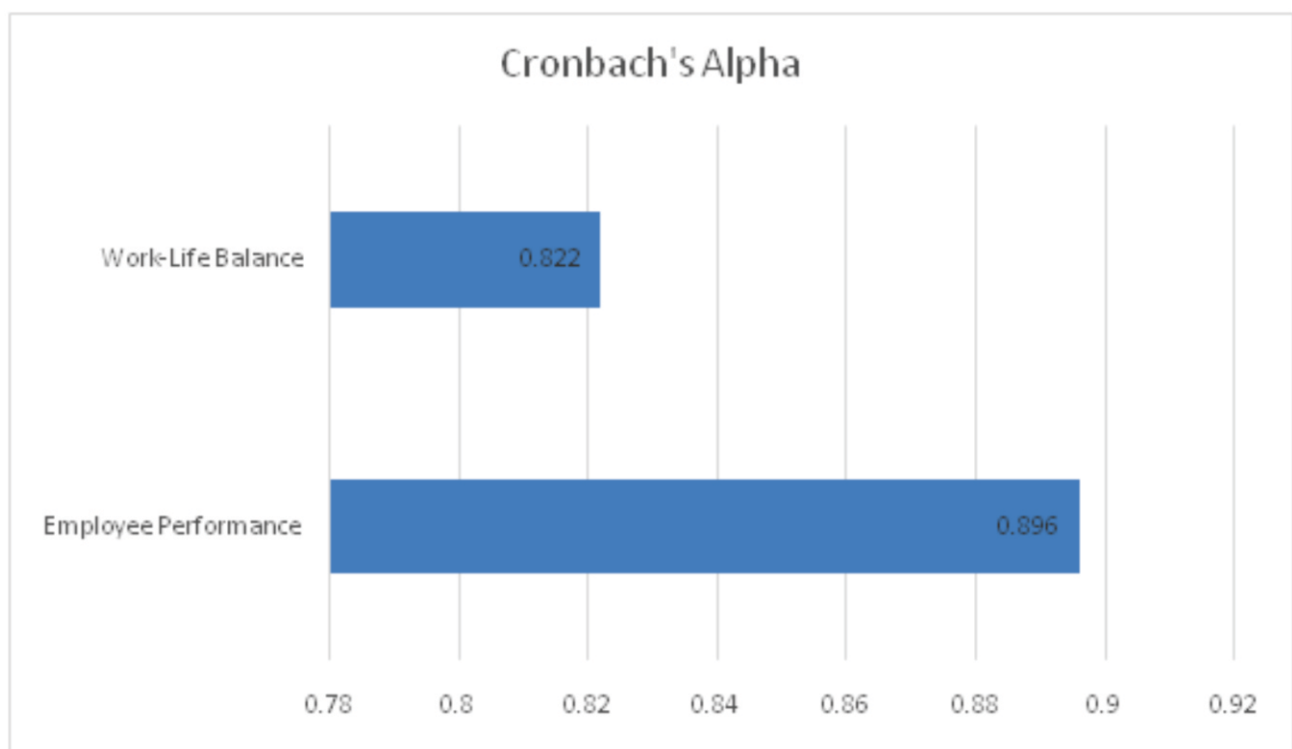


Figure 2: Cronbach's Alpha Interpretations and Values for Work-Life Balance and Employee Performance

5.2 Hypothesis Testing

First hypothesis

The Correlation Coefficients between the variables under analysis are shown in Table 3. The results are noteworthy, as this table demonstrates. The

correlation coefficient is 0.912, and it should be between -1 and +1. Since the worth is 0.000 and the critical worth is under 0.05, HA is adequate. Work-life balance (a free factor) and employee performance (a reliant variable) have a significant connection.

Table 3: Correlations

	WLB	EP
	Pearson Correlation	Pearson Correlation
WLB	1	.825**
	.001	Sig. (2 - tailed)
	N 200	N 200
EP	.822**	2
	Sig. (2 - tailed)	.001
	N 200	N 200

Hypothesis 2

Table 4: Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.866	.911	.825	5.3621

0.911 R² = 0.911 R = 0.866

Adjusted R² = 0.825 Estimate Standard Error = 5.3621

How to interpret these figures:

Correlation Coefficient (R): A strong positive linear association between the variables in the model is shown by the value of $R = 0.866$. Given that this value is near to 1, there may be a substantial correlation.

Coefficient of Determination (R²): The R² value of 0.911, or 91.1%, indicates that the independent variable(s) in the model account for around 91.1% of the variability in the dependent variable. Given the high R² value, the model appears to have a good fit to the data.

Adjusted R²: The reconstructed R² of 0.825 is

somewhat less than the original R² value. This adjusted value, which is frequently used to assess the model's goodness of fit, accounts for the number of predictors in the model. The discrepancy between R² and adjusted R² may indicate that some potentially superfluous variables were included in the model.

Standard Error of the Estimate: The average separation between the observed values and the regression line is indicated by the standard error of the estimate, 5.3621. More accuracy in the model's predictions is indicated by a lower value.

Table 5: Coefficients

Predictor	Unstandardized Coefficients (B)	Standard Error	Standardized Coefficients (Beta)	t Value	Sig.
Constant	0.925	0.933	-	2.251	0.055
WLB	0.825	0.822	0.512	31.255	0.001

The link between the predictors (WLB and Constant) and the dependent variable is seen in the regression output. In this instance, the constant term seems to have a possible association, even if it is just above the traditional threshold for statistical significance, while the predictor "WLB" exhibits a statistically significant relationship with the dependent variable.

The unstandardized coefficient (B) of the "WLB" predictor is 0.825, and its standard error is 0.822. When taking into account the variability among other predictors, the standardized coefficient (Beta) for "WLB" is 0.512, indicating the strength and direction of its impact. There is a strong correlation between "WLB" and the dependent variable, as indicated by the t-value of 31.255, which indicates that the coefficient is highly significant and significantly over the traditional threshold. The relevance of this link is further supported by the exceedingly low (0.001) associated significance level (Sig.).

However, the unstandardized coefficient of the constant term is 0.925, with a standard error of 0.933. The constant term in this case does not have a standardized coefficient, but the t-value of 2.251 and a significance threshold of 0.055 suggest a possible but less certain association with the dependent variable.

6. CONCLUSION

The results of this study, which examined how work-life balance tactics might improve employee performance, show a strong and favorable relationship between work-life balance (WLB) and employee performance (EP). The dependability of the employed questionnaire was confirmed by the reliability analysis using Cronbach's alpha values, which demonstrated an excellent internal consistency for both employee performance and work-life balance metrics. Furthermore, a considerable positive link (0.912) between WLB and EP was found by the correlation analysis, suggesting that work-life balance has a significant effect on employee performance. Regression research provided more evidence for this, showing that work-life balance accounts for around 91.1% of the variability in employee performance. This highlights the predictive power of work-life balance techniques. While

the WLB predictor showed a strong and statistically significant relationship with EP, the constant term revealed a possible but less likely association, according to the coefficients analysis. These combined results highlight how crucial it is to prioritize and put into practice sensible work-life balance initiatives inside of organisational structures. An equitable treatment of workers' personal and work life greatly improves their output, which emphasizes the necessity for businesses to fully incorporate and support such policies. In addition to having a favorable impact on work performance, recognizing and cultivating a work environment that supports and promotes work-life balance also raises employee satisfaction and well-being. This study highlights the critical role that work-life balance plays in encouraging a more engaged, productive, and happy workforce, which eventually boosts the organization's overall performance and productivity.

6.1 Recommendations

Improving worker performance by implementing work-life balance tactics is essential to cultivating a content and productive staff. The following suggestions are based on how work-life balance affects people:

Flexible Work Schedules: Provide remote work or flexible hours. Employee stress levels are lowered and performance is enhanced as a result of being able to better balance work and personal obligations.

Encourage Boundaries: Motivate staff members to draw distinct lines between their personal and professional lives. Employees can promote a healthier work-life balance by disconnecting and recharging by refraining from after-hours emails and calls.

Encourage Wellness Programmes: Put in place wellness initiatives like stress management courses, mental health counselling, or gym memberships. These can enhance general wellbeing, lessen burnout, and increase output.

rules for Paid Time Off: Establish sufficient and adaptable rules for paid time off. Encouraging workers to take time off when necessary fosters renewal and a better work-life balance, which lowers burnout and improves output when they return.

Encourage Time Management Skills: Provide

resources or training on setting priorities and managing time. This gives workers the abilities to efficiently manage their workload, which lowers stress and boosts output.

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