



Employee Relationships and Its Impact on Organizational Performance

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ABSTRACT

The study focused on employee relationships and its effects on organizational performance in corporations. Hereby the study has been conducted in a corporation. The purpose of the study is to examine the role of employees in the corporation, to establish the level of organizational performance in the corporation focused mainly to find out the relationship between employee and employer. The data was collected mainly through a questionnaire and 436 employees of the corporation participated in the survey. The study found that employee relationships play a key role in the Organization performance.

Keywords: Employee Relationships, Organizational Performance, Employee Satisfaction, Employee Well-being, Organizational Commitment

Introduction

The dynamics of employee relationships within organizations have emerged as a critical determinant of organizational success in today's competitive business landscape. Positive employee relationships not only foster a favorable work environment but also significantly influence organizational performance, innovation, and sustainability. This article provides a comprehensive analysis of the role of employee relationships in shaping organizational performance, with a specific focus on the practices and strategies adopted by various organizations. Moreover, a theoretical exploration of employee relationships and their impact on organizational performance, relying on relevant theoretical perspectives. Further, it also strives to provide a management theory perspective on employee relationships and their impact on organizational performance, drawing upon relevant management theories and insights.

“Employee relationship” refers to the relationship between employees and management as a framework of organizational justice consisting of organizational culture and management style as well as rules and procedural sequence for grievances and conflict management indeed, the objective of employee relationship is to achieve harmonious employee relations and minimize conflict practices in employment.

“Organizational performance” is a function of employee performance. Organization effectiveness depends on constantly improving the performance of organization members and maintaining the human potential that serves as the backbone of the organization.

Most organizations in an attempt to increase productivity have come up with motivation of employees aimed at improving on the organization performance and condition of job, hence proper performance, Organizations should induce their employees to work hard towards achieving the business set objectives. This can be done through provision of incentives.

NEED FOR THE STUDY

The study focused on ‘Employee relationships and its impact on Organizational performance: A study of Andhra Pradesh State Skill Development Corporation (APSSDC)’. The purpose of the study is to examine the

role of employees in APSSDC to establish the level of organizational performance in the Organization and to find out the relationship between employees and organizational performance of APSSDC.

OBJECTIVES OF THE STUDY

- i. To study the factors influencing on employee relations in the Organization.
- ii. To examine the HR practice's role in maintaining employee relations.
- iii. To find out the relationship between employee relation and organizational performance.
- iv. To examine the outcomes of organizational performance.
- v. To provide appropriate suggestions to improve employee relations.

REVIEW OF LITERATURE

The need to manage the relationships that exists between the employers and employees has been at the forefront ever since the beginning of Industrial revolution. Effective employee relationship management is vital to the workplace, whether at the time of recruitment, during an employee's tenure or at the time of separation (Rose, 2008). Employee relationship management is relatively a recent term defined as a strategy to effectively manage employees in a way they can attain organizational objectives (Gren and Anderson, 2013). Employee relationship management includes various activities on which an organization implemented by the management so as to develop friendly cooperative relationship with its employees. It helps to create cohesive work environment in which all employees work together in collaboration to ensure the realization of its goals. Besides, it promotes commitment, facilitates employees in achievement of organizational objectives minimizes workplace conflict and increases trust (Bajaj et al., 2013).

Employees can contribute more when the managers of the organization understand the demands of each employee and tries to fulfill their needs as kind of concern which initiates them to dedicate for the realization of organizational goals. Whereas, when employees engage in conflict and misunderstanding with the management, no objective can be accomplished. So, to foster employees moral and to get more managers should build healthy employee relation to mitigate productivity gaps. Employee relation management also facilitates employee effectiveness and productivity when managers devoted to strengthen the relationship, employees are willing to produce quality products & services to the target customers of the organization (Chapman and Goodwin, 2001).

Kumar & Manjula (2017) discussed employee relation management has the functions of healthy relations, building moral values and positive attitudes, equality lead to better performance of employees and organization. Employee Relationship Management can be defined as a specific field of human resource management (Yongcai, 2010). It is the process of adopting various controlling methods and practices to regulate the relations between company vs. staff and employee vs. employee, and enables the company to achieve its goals (Jing, 2013). Employee Relationship Management is a process that companies use to effectively manage all interactions with employees, ultimately to achieve the goals of the organization (Oluchi, 2013).

Employee Relationship Management is a dynamic process of managing the relationship between knowledge worker and corporation such that knowledge workers elect to continue a mutually beneficial exchange of intellectual assets for compensation in a way that provides value to the corporation (Bergeron, 2003). Employee Relationship Management is all about effective organizational communications, which can build employee confidence, trust and loyalty, enabling managements to realize the potential of the skills and knowledge within the organization. (Rai & Pareek, 2012).

The Conceptual Framework: Understanding Employee Relationships

1. Social Exchange Theory: Fostering Mutual Respect and Trust

Social Exchange Theory posits that human relationships are formed and maintained based on the principle of reciprocity (Homans, 1958). In the context of organizations, positive employee relationships are characterized by mutual respect, trust, and support, fostering a reciprocal exchange of resources, knowledge, and expertise. Main emphasis on cultivating mutual respect, trust, and support among employees aligns with the principles of Social Exchange Theory. By fostering a culture of reciprocity, organizations have facilitated the exchange of valuable resources, knowledge, and expertise among employees, thereby enhancing collaboration, innovation, and performance outcomes (Cropanzano & Mitchell, 2005).

2. Social Identity Theory: Building a Shared Organizational Identity

Social Identity Theory emphasizes the importance of group membership and identification in shaping individual behavior, attitudes, and perceptions within organizations (Tajfel & Turner, 1979). Positive employee relationships contribute to the formation of a shared organizational identity, fostering cohesion, unity, and collective action towards achieving common goals and objectives. The emphasis on fostering positive employee relationships has facilitated the formation of a shared organizational identity. By promoting a sense of belonging, unity, and collective purpose among employees, Organizations from time to time have fostered cohesion, alignment, and commitment towards realizing the organization's mission and objectives (Haslam, 2004).

3. Relational Coordination Theory: Enhancing Communication and Collaboration

Relational Coordination Theory underscores the significance of communication, shared goals, and mutual respect in fostering collaborative relationships within organizations (Gittell, 2002). Effective relational coordination among employees facilitates information sharing, problem-solving, and decision-making, thereby enhancing organizational performance and effectiveness. Organizations commitment to promoting open communication, shared goals, and mutual respect resonates with the principles of Relational Coordination Theory. By fostering effective relational coordination among employees, Organizations have streamlined communication, decision-making, and problem-solving processes, thereby enhancing organizational effectiveness, agility, and responsiveness (Gittell, 2002).

Types of Employee Relationships

Employee relationships can be classified into various categories, including:

1. Peer Relationships: Interactions among colleagues at similar hierarchical levels.
2. Supervisor-Subordinate Relationships: Dynamics between managers or supervisors and their direct reports.
3. Cross-Functional Relationships: Collaborations among individuals or teams from different departments or functional areas.

Elements of Positive Employee Relationships

Positive employee relationships are characterized by several key elements, including:

- Trust and Respect
- Open Communication
- Collaboration and Teamwork
- Mutual Support and Recognition

Impact on Organizational Performance

1. Fostering a Culture of Collaboration and Innovation

Organizations emphasis on nurturing positive employee relationships has catalyzed a culture of collaboration, creativity, and innovation. Employees are encouraged to participate in cross-functional teams, share best practices, and co-create solutions tailored to address the evolving needs of stakeholders (West & Farr, 1990).

2. Enhancing Employee Engagement and Retention

By prioritizing employee well-being, professional development, and recognition, organisations have achieved commendable levels of employee engagement and retention. A motivated and committed workforce has enabled to achieve its strategic objectives, drive operational excellence, and foster long-term sustainability (Harter, Schmidt, & Hayes, 2002).

3. Facilitating Effective Communication and Decision-Making

Organisations commitment to promoting open and transparent communication has streamlined decision-making processes, enhanced information sharing, and fostered a culture of accountability and responsibility (Kotter, 2012).

4. Strengthening Organizational Culture and Values

The emphasis on cultivating positive employee relationships has played a pivotal role in shaping organizational culture, values, and identity. A shared sense of purpose, collective identity, and alignment with organizational goals have fostered cohesion, resilience, and adaptability amidst evolving market dynamics (Schein, 2010).

Management Theory Perspectives: Understanding Employee Relationships

1. Human Resource Management (HRM) Theory: Talent Management and Development

Human Resource Management (HRM) theory emphasizes the strategic role of human capital in driving organizational success (Boxall& Purcell, 2003). Within this context, positive employee relationships are crucial for attracting, developing, and retaining talent, thereby enhancing organizational performance, innovation, and competitiveness. Organizations commitment to fostering positive employee relationships aligns with the principles of HRM theory. By prioritizing talent management, employee development, and engagement, organizations have cultivated a skilled, motivated, and committed workforce capable of driving organizational success, innovation, and growth (Armstrong & Taylor, 2014).

2. Transformational Leadership Theory: Inspirational Leadership and Empowerment

Transformational Leadership Theory emphasizes the importance of inspirational leadership, vision setting, and employee empowerment in driving organizational change and performance (Bass & Riggio, 2006). Leaders who prioritize fostering positive employee relationships create a conducive work environment, motivate employees, and facilitate organizational success through shared goals and values. The emphasis on transformational leadership at organizations has facilitated the development of a conducive work environment characterized by trust, respect, and empowerment. Leaders at organizations inspire employees, set a compelling vision, and foster positive employee relationships, thereby enhancing motivation, engagement, and performance outcomes (Northouse, P. G., 2018).

3. Organizational Culture Theory: Building a Cohesive and Inclusive Culture

Organizational Culture Theory underscores the role of shared values, beliefs, and norms in shaping organizational behaviour, performance, and sustainability (Schein, 2010). Positive employee relationships contribute to the development of a cohesive, inclusive, and resilient organizational culture, fostering alignment, collaboration, and commitment among employees. Organizations' commitment to fostering positive employee relationships has contributed to the development of a cohesive, inclusive, and resilient organizational culture. By promoting shared values, beliefs, and norms, organizations have fostered alignment, collaboration, and commitment among employees, thereby enhancing organizational effectiveness, adaptability, and sustainability (Schein, 2010).

Best Practices and Strategies

Strategies for Building Positive Employee Relationships

1. Leadership Commitment: Senior leadership's commitment to fostering positive employee relationships through strategic initiatives, policies, and programs.
2. Employee Engagement Surveys: Regularly conducted surveys to assess employee engagement, satisfaction, and areas of improvement.
3. Professional Development Programs: Investment in employee growth, development, and career advancement opportunities.
4. Recognition and Rewards: Recognition programs to acknowledge and reward employees for their contributions, achievements, and commitment.

About Organization

The Govt. of AP has formed 7 different Missions to achieve double digit growth for the state and to make AP among the most developed state in the country. Among these, the Knowledge and Skills Mission has been formed to provide trained and skilled manpower to all other Missions. To bring the faster execution State Government of Andhra Pradesh has established the Department of Skill Development and Training (SD&T). It has been further created to coordinate and synergize skilling efforts of all departments under which APSSDC is formed. APSSDC was established in the year 2014 with the aim of empowering the youth of Andhra Pradesh by providing them with skill development training and employment opportunities.

APSSDC's primary objective is to empower the youth of Andhra Pradesh and to identify the skill gaps in various sectors and design skill development programs to address those gaps by providing youth with skill development training and employment opportunities thereby contributing to the overall economic growth of the state. APSSDC collaborates with various industries, training partners, and educational institutions to design and implement skill development programs in sectors such as IT, healthcare, manufacturing, tourism, and more. The corporation also facilitates job placements and entrepreneurship development for the skilled workforce. APSSDC plays a crucial role in bridging the gap between industry requirements and the skills possessed by the youth, thereby contributing to the overall economic growth of the state. APSSDC offers a wide range of skill development programs, including short-term courses, vocational training, apprenticeships, and entrepreneurship development programs. These programs are designed to provide both technical and soft skills training to the youth, making them job-ready and enhancing their employability.

In addition to skill development, APSSDC also plays a crucial role in facilitating job placements for the skilled workforce. The corporation has tie-ups with various industries and companies, which helps in connecting trained individuals with suitable job opportunities. APSSDC also provides support and guidance to aspiring entrepreneurs, encouraging them to start their own businesses and contribute to the state's economy.

APSSDC, the nodal agency for skill development in Andhra Pradesh, is dedicated to creating a skilled workforce aligned with industry needs. The Government had introduced a cascading skill ecosystem model, utilizing existing government infrastructure effectively. This includes the establishment of Skill Hubs and Skill Colleges across constituencies, offering courses up to NSQF level 6. Additionally, Skill Spokes within industries provide customized training, ensuring practical skills and high placement rates. APSSDC is also

pioneering Skill International initiatives, partnering with global entities for overseas placements, exemplified by the training of nursing candidates for Germany.

APSSDC, as the pivotal entity for skill development in Andhra Pradesh, operates under the aegis of the Department of Skill Development and Training (SD&T), Government of Andhra Pradesh. Since its inception, APSSDC has embarked on an ambitious journey, having trained over one million individuals across various skill domains.

1. **Cascading Skill Ecosystem:** At the forefront of APSSDC's initiatives is the visionary approach of the Hon'ble CM, who champions a cascading skill ecosystem model. This model optimally leverages existing government infrastructure while fostering convergence among stakeholders to ensure the seamless flow of skill development initiatives.
 - **Skill Hubs:** With 192 Skill Hubs strategically positioned across 175 assembly constituencies, APSSDC caters to the industrial manpower needs within districts and the state. These hubs, housed in existing government institutes, offer courses up to NSQF level 4, with 21,107 candidates already trained and 6,880 undergoing training.
 - **Skill Colleges:** Complementing the Skill Hubs are 27 Skill Colleges located in parliamentary constituencies. These colleges, established in state and central government institutes, specialize in high-end courses catering to sectoral manpower requirements, offering NSQF level 4.5 to 6 courses. Currently, 3,025 candidates have been trained, with 1,137 undergoing training.
 - **Skill Spokes:** Operating within industrial premises, Skill Spokes provide customized training, ensuring a practical understanding of skills. Out of 16,540 trained individuals, 15,707 have been successfully placed, representing a commendable placement rate of 95%.
 - **Skill International:** In a bid to tap into overseas placement opportunities, APSSDC has forged strategic alliances with international partners, such as NSDC International-GOI and TAKT International-UK. Notably, offers have been extended to 10 nurses for employment in Germany, with an additional 78 nursing candidates undergoing training under German Trainers.
 - **Skills University:** The establishment of a Skills University underscores the state's commitment to skilling endeavors. This apex institution, slated to oversee the functioning of Skill Colleges and Skill Hubs, will also facilitate research and skilling activities. Plans are underway, with 50 acres of land identified in Kobaka, Tirupati.
2. **Government Priority Programs and Schemes:** APSSDC actively implements a spectrum of state and centrally funded programs to address unemployment and skill gaps.
 - **Central Funded Schemes:** Programs like PMKVY, ESDM, and NULM have trained 39,633 individuals, while the Jal Jeevan mission has equipped 10,273 individuals with skills pertinent to water supply and sanitation.
 - **State-Funded Schemes:** The state's commitment to inclusivity is evident through placement-linked training programs for marginalized communities, with 1,10,287 candidates trained so far.
 - **Recognition of Prior Learning:** Through upskilling programs, APSSDC has provided recognition for informal learning to 13,045 candidates, enhancing their employability.
 - **Job Melas/Job Drives:** By organizing district-level placement drives, APSSDC has facilitated employment opportunities for 1,30,855 candidates.
3. **Trainings in Academic Stream:** APSSDC's engagement extends to academic institutions, with initiatives like CM Skill Excellence Centers in 100 Engineering Colleges and Employability Skill Centers in 498 Degree Colleges. These centers have collectively trained 3,53,452 and 1,95,041 candidates, respectively. Additionally, collaborations with industry giants like Dassault Systems have resulted in the establishment of high-end labs in 63 engineering colleges, benefiting 69,164 candidates.
4. **AP Skill Universe Application:** APSSDC is spearheading the development of the AP Skill Universe Application, a state-of-the-art platform designed to streamline skill development activities. This comprehensive solution will integrate various departmental operations, providing real-time analytics on course progress and employment opportunities, while also facilitating industry engagement.
5. **Modernization of Institutions:** Recognizing the importance of aligning education with industry needs, APSSDC, in collaboration with key industries, is undertaking the modernization of vocational and technical institutes across the state. With 203 industry tie-ups confirmed and 152 MoUs signed, this initiative aims to enhance infrastructure, revise courses, and provide skill training through industry trainers, thereby ensuring the competitiveness of candidates in the global market.

The government's priority programs, such as the Jal Jeevan mission and state-funded schemes for marginalized communities, aim to address unemployment through skill development. Furthermore, recognition of prior learning and job melas facilitate employment opportunities. Academic institutions are also involved, with CM Skill Excellence Centers and Employability Skill Centers offering industry-aligned courses to thousands of candidates. Modernization efforts, including industry collaborations and the development of the AP Skill Universe Application, enhance skill development infrastructure and ensure real-time analytics on course progress and employment opportunities.

Looking ahead, APSSDC plans to expand training programs, empanel qualified trainers, and diversify job roles to meet emerging industry needs. The department's impact includes creating an industry-aligned skill ecosystem, converging stakeholders, and training over a million candidates. Proposed innovations for the upcoming year include strengthening the skill ecosystem, increasing industry spoke centers, and integrating all skill development portals into a single platform, the "Skill Universe Application," streamlining skill development efforts in Andhra Pradesh.

In summary, APSSDC's multifaceted approach to skill development, encompassing strategic partnerships, innovative programs, and modernization efforts, underscores its pivotal role in creating a skilled workforce aligned with the dynamic needs of the industry, thus driving socio-economic growth in Andhra Pradesh.

Currently, APSSDC is operating with around 685 employees both at Head Office and Districts across AP State.

METHODOLOGY OF THE STUDY

The research design is taken for the purpose of the study is Descriptive research which is concerned with describing the relationships between the employee relations and the organizational performance. The study considered 436 samples from various departments in APSSDC through stratified random sampling. The data was collected from the Primary and Secondary sources such as questionnaires, organizational records, brochures, personnel manuals and official website (<https://skilluniverse.apssdc.in/>)

Summary and Findings

This comprehensive Ph D thesis presents a thorough examination of work force and dynamics and gender-related perceptions within the Andhra Pradesh State Skill Development Corporation (APSSDC), illuminating areas of strength and opportunity for the organization.

Analyzing the demographic aspects, its evidence that APSSDC boasts a dynamic workforce, with a significant 73.9% representation from male employees. A remarkable 56.9% of this talent pool falls within the vibrant age range of 20 to 30 years, bringing fresh perspectives and energy to the organization. Additionally, with 61.5% of employees being married and possessing diverse educational backgrounds, APSSDC enjoys a blend of experience and innovative thinking. The prevalence of junior-level employees with 1-10 years of experience signals a workforce primed for growth and development, underscoring APSSDC's commitment to nurturing talent from within. Moreover, the geographic and socio-economic diversity showcased underscores the organization's ability to attract and retain talent from varied backgrounds, enhancing its inclusivity and expansive reach.

In terms of gender dynamics, APSSDC demonstrates commendable inclusivity and equity. While interpersonal relationships remain harmonious across the board, female employees show case elevated levels of satisfaction in specific areas such as leave policies and open-door policy environment. This positive feedback from female employees signifies APSSDC's commitment fostering an inclusive workplace where diverse perspectives are valued and recognized. Furthermore, the mutual alignment between male and female employees on work-life balance reflects APSSDC's success in promoting a conducive work environment that respects individual commitments and fosters overall well-being.

Additionally, APSSDC's emphasis on transparent communication and effective grievance redressal mechanisms resonates positively across genders. The consistent perceptions in these areas highlight the organization's dedication to maintaining open channels of communication and ensuring fair treatment for all employees, thereby fostering trust and camaraderie.

Suggestions And Recommendations for Employee Betterment

Building upon its success, APSSDC possess a unique opportunity to further strengthen the employee relations, foster organizational cohesion, drive collective success.

1. Enhanced Employee Engagement initiatives: Leveraging its successes in cultivating transparent communication and effective grievance redressal mechanisms, APSSDC could amplify its efforts in enhancing employee engagement initiatives. By fostering open dialogue, soliciting feedback and recognizing contributions, APSSDC can cultivate a sense of belonging, ownership and shared purpose among its workforce.

2. Collaborative Decision making: Building on the organization's successes in valuing employee input and perspectives, APSSDC could further institutionalize collaborative decision-making processes. By involving employees in strategic planning, policy formulation, and organizational governance, APSSDC can harness collective insights, foster innovation and, drive organizational excellence.

3. Professional Development Initiatives: To further nurture the talent within its ranks, APSSDC could consider enhancing its professional development programs. Comparative analyses with leading organizations could reveal best practices in mentoring, coaching, and upskilling initiatives; ensuring employees remain at the forefront of industry advancement.

4. Enhanced Work- Life Balanced Policies: Building up upon the existing positive perceptions surrounding work-life balance, APSSDC could explore introducing flexible work arrangements, wellness programs, and family-friendly policies. Benchmarking against industry leaders could provide insights into innovative practices that prioritize employee well-being while maintaining organizational efficiency.

5. Inclusive Communication Platforms: Emphasizing inclusive communication strategies is pivotal. APSSDC could leverage technology to establish platforms that facilitate transparent communication, feedback, and collaboration across hierarchical levels. Learning from industry benchmarks can aid in identifying state-of-the-art communication tools and practices that foster organizational cohesion.

6. Continuous Feedback and Recognition: Implementing robust feedback mechanisms and recognition programs can further boost employee morale and engagement. By benchmarking against industry peers renowned for their employee-centric approaches, APSSDC can refine its performance appraisal systems, reward mechanisms, and employee recognition initiatives, fostering a culture of appreciation and continuous environment.

Way forward

In charting its path forward, APSSDC should adopt a holistic approach, balancing its successes with benchmarking initiatives, collaborative endeavors, and continuous improvement efforts.

By Prioritizing employee relations, fostering a culture of inclusivity, and embracing innovative practices, APSSDC can continue to attract, retain, and nurture top talent and Collaborative efforts with industry peers, participation in industry forums, and continuous research and adaptation of best practices will further propel APSSDC towards achieving its strategic objectives and ensuring sustained growth and success in an industry landscape.

Conclusion

This thesis underscores APSSDC's strengths in cultivating a diverse, inclusive, and equitable organizational culture. The insights gleaned emphasize the organization's successes in prioritizing talent development, fostering gender inclusivity, and promoting a harmonious work environment. The dynamics of employee relationships offer invaluable insights into organizational behaviour, performance, and sustainability. Moving forward, these findings serve as a testament to APSSDC's commitment to excellence, innovation, and continuous improvement, positioning the organization for sustained success and growth in an ever-evolving landscape.

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