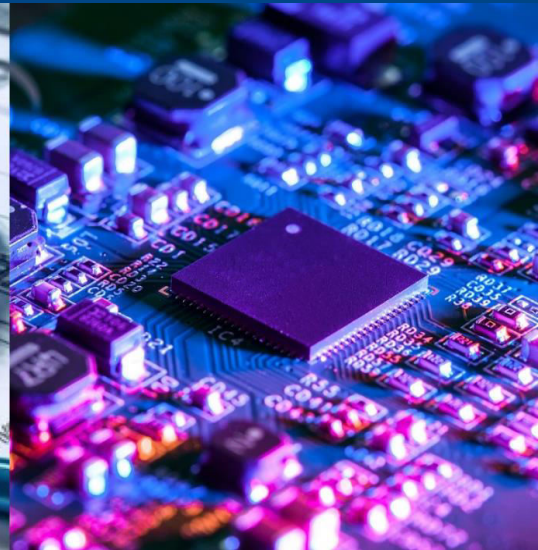
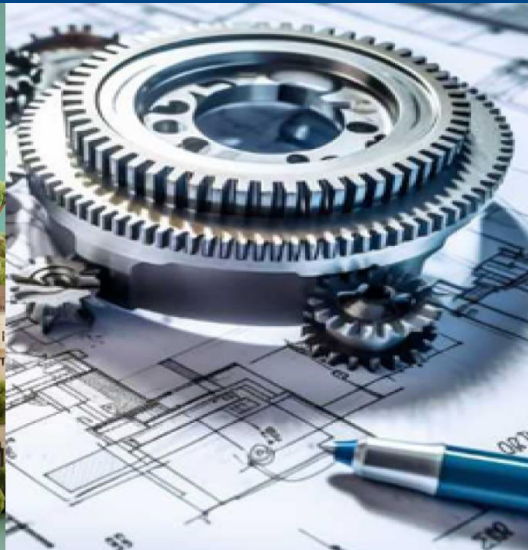
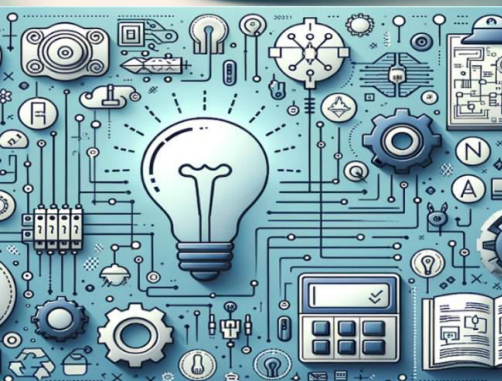




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A Study on Organizational Structure and Functional Effectiveness at Swift Power Products Engineering Pvt. Ltd.

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ABSTRACT: Organizational structure and functional effectiveness are factors in how well a manufacturing company works together and reaches its goals. This study looks at the structure and how effective the different parts of the organization are. The company is based in Chennai. Makes products like solenoids and speed governors. They used a research method and a quantitative approach. They collected data from 50 employees in departments like Production, Human Resources, Finance and Accounts, Marketing and Sales and Purchase and Materials Management. They used a five-point Likert-scale questionnaire and convenience sampling. The data was analysed using percentage analysis, Pearson correlation, simple linear regression, one-way ANOVA and the Chi-square test in IBM SPSS Statistics. The results show that employees generally have views about the organizational structure and the effectiveness of the departments. A supportive structure is strongly linked to the company's efficiency ($r = 0.662$ $p < 0.001$). Clear reporting relationships are also strongly linked to how employees complete their tasks ($r = 0.610$ $p < 0.001$). Regression analysis showed that the connection between management levels predicts coordination ($R = 0.561$, $R^2 = 0.314$ $F = 22.005$, $p < 0.001$). Also, clear reporting relationships predict how well work continues ($R = 0.510$, $R^2 = 0.260$ $F = 16.852$ $p < 0.001$). Gender influenced how people saw the structure's role in performance ($F = 4.627$, $p = 0.036$) but age group did not ($F = 1.557$, $p = 0.202$). Education level was linked to how people saw coordination between departments ($\chi^2 = 21.783$, $df = 12$ $p = 0.040$). The findings show that a clear structure, clear reporting lines and good communication and coordination are important, for being effective. The study gives suggestions to improve these areas.

KEYWORDS: Structure; Functional Effectiveness; Coordination; Communication; Reporting Relationships; Manufacturing Firm; Employee Perception.

I. INTRODUCTION

Organizational structure explains how tasks, duties, authority and communication are organized inside a company. It sets up the links between levels of management and different departments. A good organizational structure helps employees understand their responsibilities clearly. It also prevents work from being done than once and makes supervision, delegation and decision-making smoother. Functional effectiveness means how well individual departments. Like Human Resources, Production, Finance, Marketing and Sales, Purchase and Materials Management, Quality Control, Maintenance, Stores and Administration. Carry out their jobs efficiently. These departments must work well together to help the organization succeed overall.

Good coordination and clear communication among these departments are important. They allow information to move easily between teams help solve problems and ensure that projects get finished on time.

It is an engineering and manufacturing company based in Chennai. It was founded in April 2011. The company. Produces electro-mechanical products used in actuation and motion control. Its main products include solenoids and speed governors for fuel management systems, rotary and inline pumps, fuel filtration systems and diesel engine fuel-control



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systems. These products are used by customers in the sector, electronics industry, water industry and public-sector organizations.

The company is registered as a limited company with the CIN: U29268TN2011PTC080050. It is managed by Mr. S. Ramachandran and Mr. N. Sampath. Its operations cover production, quality control, maintenance, stores, administration, purchase and materials, finance and human resources. Each of these areas needs to work with others to keep production running smoothly maintain product quality and deliver orders on time.

The company's vision is "to be an innovative engineering organization, by delivering high-quality products and solutions adopting modern technologies and continuously improving operational efficiency and customer satisfaction." Its mission states, "to manufacture and deliver engineering products by maintaining high-quality standards utilizing resources efficiently developing employee capabilities and achieving continuous improvement through effective teamwork and technological advancement."

To reach these goals the company needs a strong organizational structure and smooth coordination across its functions. This study aims to look into how this structure supports operations and how effectively departments communicate and work together.

II. OBJECTIVES OF THE STUDY

Primary Objective

The main goal is to understand the way the company is organized and to check how the different departments are working to reach the company's goals.

Secondary Objectives

- To look at the roles, duties, power and who reports to whom in parts of the company.
- To examine how different parts of the company work together talk to each other. Move work forward so everything runs smoothly.
- To check how the different company functions help keep things running well and help reach the goals.
- To look at whether things like gender, age and education level of employees affect how they see the company structure and how well the departments are working.
- To find out what is working well and what is not working well in the company structure and the activities of the departments.
- To give some ideas for making the company work better together and, for making the departments more effective.

III. NEED AND IMPORTANCE OF THE STUDY

- I think the whole performance of the organization relies on how the organization's structure and the organization's departments operate.
- Finding the strengths and weaknesses in the structure helps the firm create plans to better coordinate, communicate and run operations more efficiently.
- Understanding how well each function works helps the management improve teamwork, across departments use resources wisely and make decisions.
- The findings help the management see how employees feel about roles how tasks are handed out and how they are supervised and spot areas that need improvement.
- The study gives the organization proven insights that can support the organization's ongoing improvement and help keep it competitive for the long term.

IV. SCOPE OF THE STUDY

The study looks at how employees feel about the way the company is structured. It looks at the hierarchy, who has authority, how tasks are given out and who reports to whom. It also looks at how the main departments are working. These departments include Production, Human Resources, Finance and Accounts, Marketing and Sales and Purchase and Materials Management. The study looks at whether people know their roles how well they communicate, how well they



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work together how good the supervision is, how decisions are made and how each department is performing. It also looks at whether being a man or a woman being young or old and the level of education someone has affects how they feel about these things. Data was collected from 50 employees using a questionnaire. The study does not look at the company's results or compare it with other engineering companies.

V. REVIEW OF LITERATURE

Human Resource Management and Organizational Performance Cherkos and Shuka (2026) found that human resource planning, performance management, employee health and safety training and job security are factors influencing employee and organizational performance while McGrath (2025) showed that employee development, motivation, participation and communication help employees adapt during organizational restructuring. Lu, Zhang, Yang and Wang (2023) reported that sustainable HRM practices strengthen employee resilience and outcomes and Hoque and Atheef (2024) found that digital recruitment, training and technology adoption improve competitiveness in a changing HR landscape. Adamu, Kolo and Abdullahi (2025) further confirmed that higher employee engagement contributes to productivity, commitment and overall organizational effectiveness. Leadership, Culture and Employee-Related Factors Setiawan and Sopiah (2026) found that a supportive organizational culture combined with leadership improves employee involvement and productivity. Diam (2022) showed that effective management of diversity strengthens team building and communication while Natsir, Ramli and Putra (2024) confirmed that leadership style, compensation and employee competence together improve motivation and organizational effectiveness. Igweh, Chukwuka and Daniel (2025) added that an innovation-oriented culture supportive management and employee participation promote productivity and competitiveness in manufacturing SMEs. Technology, Operations and Materials Management Puri, Pandey and Saha (2026) and Rane, Paramesha, Choudhary and Rane (2024) both found that generative and agentic artificial intelligence can improve personalization, forecasting and customer engagement in marketing and sales functions. Dhaneesh (2026) showed that procurement automation and computerized source determination improve procurement efficiency a finding echoed by Abubakar and Yahaya (2025) who linked inventory management, training and departmental collaboration to better manufacturing performance. Salah, Çağlar and Zoubi (2023) emphasized coordination and supply-chain integration in production and operations management while Sujatha and Maheswari (2023) and Afzal and Hanif (2022) found that green and sustainable supply-chain practices improve resource utilization and organizational performance. Financial Management and Marketing/Sales Effectiveness Bhuvaneswari and Bharathi (2025) and Permata (2023) both highlighted those asset utilization, liquidity and capital-structure management and financial planning support organizational stability and performance. Beier (2023) and Jam, Khan and Paul (2025) found that effective marketing and sales practices, brand image and salesperson-brand fit strengthen customer engagement and business results while Alif and Bhat (2024) demonstrated that standardized process-oriented practices such, as Lean Six Sigma reduce defects and improve productivity in a production setting.

5.1 Human Resource Management and Organizational Performance

I read that Cherkos and Shuka in 2026 discovered that human resource planning, performance management, employee health and safety training and job security are factors that shape both employee and organizational performance. I also saw that McGrath in 2025 showed that employee development, motivation, participation and communication help employees adapt during restructuring. In 2023 Lu, Zhang, Yang and Wang reported that sustainable HRM practices strengthen employee resilience and outcomes. I learned that Hoque and Atheef in 2024 found that digital recruitment, training and technology adoption boost competitiveness in a shifting HR landscape. Finally Adamu, Kolo and Abdullahi, in 2025 confirmed that higher employee engagement drives productivity, commitment and overall organizational effectiveness.

5.2 Leadership, Culture and Employee-Related Factors

Setiawan and Sopiah (2026) discovered that a supportive workplace culture and strong leadership boost employee participation and productivity. Diam (2022) demonstrated that good handling of diversity builds stronger teamwork and clearer communication. Natsir, Ramli and Putra (2024) confirmed that leadership style, pay and employee skills together raise motivation and make the organization more effective. Igweh, Chukwuka and Daniel (2025) added that a culture focused on innovation, caring management and employee involvement drive productivity and help small manufacturing firms stay competitive.



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5.3 Technology, Operations and Materials Management

Puri, Pandey and Saha (2026) and Rane, Paramesha, Choudhary and Rane (2024) both found that generative artificial intelligence and agentic artificial intelligence can improve personalization, forecasting and customer engagement in marketing and sales functions. Dhaneesh (2026) showed that procurement automation and computerized source determination improve procurement efficiency. This finding is supported by Abubakar and Yahaya (2025) who linked inventory management, training and departmental collaboration to better manufacturing performance. Salah, Çağlar and Zoubi (2023) emphasized coordination and supply-chain integration, in production and operations management. Sujatha and Maheswari (2023) and Afzal and Hanif (2022) found that green and sustainable supply-chain practices improve resource utilization and organizational performance.

5.4 Financial Management and Marketing/Sales Effectiveness

Bhuvaneswari and Bharathi (2025) and Permata (2023) both highlighted management, efficient asset utilization, liquidity, capital structure management and financial planning as key supports for organizational stability and performance. Beier (2023) and Jam, Khan and Paul (2025) found that marketing/sales effectiveness, strong brand image and good salesperson-brand fit strengthen customer engagement and business results. Alif and Bhat (2024) demonstrated that standardized process-oriented practices such, as Lean Six Sigma reduce defects and improve productivity in a production setting.

VI. RESEARCH GAP

Previous research has looked at human resource practices, leadership and culture technology-enabled operations and financial and marketing management. Usually only one area at a time or one outcome. Few studies examine the overall structure together with how well several departments—production, human resources, finance, marketing and materials management—work in a single small engineering manufacturing company and they rarely check if employee traits such as gender, age or education influence these views. This study fills that gap by evaluating both the structure and the effectiveness of the departments within the company. It also tests whether employee demographics affect their perceptions.

VII. RESEARCH METHODOLOGY

7.1 Research Design and Approach

The study uses a research design. This is because the main goal is to describe and assess the organizational structure and how well it functions. It does not aim to change or control any variable. The research also follows an approach. In this method employees' views and opinions are turned into numbers. These numbers are then used for analysis.

7.2 Research Method and Sources of Data

The survey method was used to gather data by using a structured and close-ended questionnaire. The questionnaire covered things like the profile of the people taking part the way the organization is set up what roles people have who has authority and responsibility how communication and coordination work how decisions are made and who is given tasks how teams work together and how effective the organization is in its functions and overall. Every statement, in the questionnaire was rated on a five-point scale. The scale went from 1 which means Strongly Disagree to 5 which means Strongly Agree. Secondary data came from company records the company website, books, journals and other published materials. This extra information helped to make the introduction the company profile and the review of literature stronger.

7.3 Sampling Technique and Sample Size

Respondents were chosen using convenience sampling, a -probability method that worked well given the time and access available, for the study. The final sample included 50 employees from the Production, Human Resources, Finance and Accounts, Marketing and Sales and Purchase and Materials Management departments of the organization.

7.4 Tools for Data Analysis

Collected responses were. Analysed using IBM SPSS Statistics. Percentage analysis was used to summarise the profile and item responses. Pearson correlation and simple linear regression were used to examine relationships between



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functional variables. The Chi-square test was used to test associations between qualification and coordination, and one-way ANOVA was used to test differences in perception, across gender and age groups.

7.5 Ethical Considerations

- Respondents were told about the purpose and goals of the study before Respondents took part.
- Participation was entirely voluntary, with no element of coercion.
- I assure you that Responses were treated confidentially and used for academic purposes.

VIII. RESULTS AND DISCUSSION

8.1 Demographic Profile of Respondents

Out of the 50 people who responded 26 (52%) were women and 24 (48%) were men. In terms of age 26 (52%) were younger than 25 years 11 (22%) were between 25 and 35 years, 5 (10%) were between 46 and 55 years and 4 (8%) were between 36 and 45 years and 4 (8%) were 55 years. Regarding education 22 (44%) were studying for a bachelor's degree 20 (40%) had a master's degree, 7 (14%) had a diploma and 1 (2%) was in the "others" group. In terms of department, Finance and Accounts had the people (15, 30%) then Production (11, 22%) Human Resources (10, 20%) Marketing and Sales (9, 18%) and Purchase and Materials (5, 10%). With regard to experience 20 (40%) had than one year with the company 12 (24%) had between one and three years 11 (22%) had more than six years and 7 (14%) had between four and six years. This profile shows a group of workers, from different parts of the company which makes it more likely that the results are not influenced by one department or group of employees.

Table 1: Demographic Profile of Respondents (N = 50)

Variable	Category	Frequency	Percentage
Gender	Male	24	48%
	Female	26	52%
Age	Below 25 years	26	52%
	25–35 years	11	22%
	36–45 years	4	8%
	46–55 years	5	10%
	Above 55 years	4	8%
Education	Diploma	7	14%
	Undergraduate	22	44%
	Postgraduate	20	40%
	Others	1	2%
Department	Production	11	22%
	Human Resources	10	20%
	Finance & Accounts	15	30%
	Marketing & Sales	9	18%
	Purchase & Materials	5	10%
Experience	Below 1 year	20	40%
	1–3 years	12	24%
	4–6 years	7	14%



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Variable	Category	Frequency	Percentage
	Above 6 years	11	22%

8.2 Correlation Analysis

Pearson correlation was used to examine two key relationships identified from the questionnaire responses.

Table 2: Correlation Between Structural and Functional Variables

Relationship Tested	Pearson r	Sig. (p)	N
Existing structure supports departmental functioning ↔ Organization maintains efficiency in achieving objectives	0.662	< 0.001	50
Employees receive relevant information when required ↔ Employees complete functional activities effectively	0.610	< 0.001	50

Both relationships show a strong, positive, and statistically significant correlation, indicating that a supportive organizational structure and timely information flow are closely linked to organizational efficiency and effective functional performance. In both cases the null hypothesis of no relationship is rejected.

8.3 Regression Analysis

Table 3: Simple Linear Regression Summary

Model	R	R ²	Adj. R ²	F	Sig.
Management-level connection → Effective coordination	0.561	0.314	0.300	22.005	< 0.001
Reporting relationships → Continuity of operations	0.510	0.260	0.244	16.852	< 0.001

The first model shows that the proper connection between different levels of management significantly predicts effective coordination ($B = 0.581$, $\beta = 0.561$, $t = 4.691$, $p < 0.001$), explaining 31.4% of the variance: $Y = 1.494 + 0.581X$, where Y is effective coordination and X is management-level connection. The second model shows that clear reporting relationships significantly predict the continuity of organizational work operations ($B = 0.413$, $\beta = 0.510$, $t = 4.105$, $p < 0.001$), explaining 26.0% of the variance: $Y = 2.567 + 0.413X$, where Y is continuity of work operations and X is the effectiveness of reporting relationships. Both models confirm that structural clarity has a measurable, positive effect on functional outcomes.

8.4 ANOVA Analysis — Gender and Age Group

Table 4: One-Way ANOVA Summary

Test	F	df	Sig.	Result
Gender × “Organizational structure contributes to better functional performance”	4.627	(1, 48)	0.036	Significant
Age group × “Functional departments perform activities per requirements”	1.557	(4, 45)	0.202	Not significant

Female respondents reported a higher mean perception (4.192) than male respondents (3.625) of the structure's contribution to functional performance, a difference that is statistically significant ($\eta^2 = 0.088$, a medium effect size). By



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contrast, age group showed no statistically significant difference in perceptions of functional performance ($\eta^2 = 0.122$, though not significant at $p = 0.020$), suggesting that while age-related variation exists numerically, it cannot be treated as a reliable effect in this sample.

8.5 Chi-Square Analysis — Educational Qualification and Coordination

The Chi-square test examined the association between educational qualification and the perception that effective coordination helps the organization achieve better results. The Pearson Chi-square value was 21.783 with 12 degrees of freedom and a significance value of 0.040, indicating a statistically significant association; the Likelihood Ratio test supports this finding ($p = 0.025$), although the Linear-by-Linear Association was not significant ($p = 0.070$), suggesting the relationship is not a simple linear trend across qualification levels. Because 80% of cells had expected frequencies below 5, this result should be interpreted with caution, and category consolidation or an exact test would strengthen future analysis.

8.6 Discussion

The findings show that how an organization is structured and how well it works are closely connected. There is a link between a helpful structure and how efficient the organization is (Section 8.2). Also the results from the regression analysis show that connections between managers and how reporting works can predict how well different parts of the organization work together and keep running (Section 8.3). This means that having a structure isn't just something that describes the organization but has real effects on how it works every day. There is a difference in how men and women see the role of structure (Section 8.4). This is a sign for managers that there may be things the organization can learn about why men and women see the structure even though age doesn't seem to make a big difference. There is also a link between education and how people think about coordination (Section 8.5) though this link is not completely clear. This suggests that people with levels of education might see coordination between departments in different ways. This is something management may want to look into more by doing focused studies that look at people, with different qualifications.

IX. FINDINGS

1. Most workers say that the way the company is organized makes it clear who is in which role and how different levels of management are connected.
2. Employees feel that the power and duties given to them match what they are supposed to do. People think that how they report, how they talk and how different parts of the company work together help them do their job well.
3. Most people see the departments as doing what the company needs and helping keep things running smoothly and efficiently.
4. The way the company is organized is seen as helping the whole company work better.
5. A good structure is strongly linked to keeping the company efficient ($r = 0.662$). How well information moves are strongly linked to how well the company works ($r = 0.610$).
6. How managers are connected predicts how well the company works together and clear reporting lines predict how well the company keeps going (both $p < 0.001$).
7. Being a woman influences how people see the structures help with work performance with women saying it helps more than men.
8. How old someone does not influence how they see the work of the different departments.
9. The level of education someone has a link, with how they see how well the company works together but this link is not completely clear.

X. SUGGESTIONS

- Continue to keep the structure clear so employees can easily see departmental positions the hierarchy and who reports to whom.
- Make sure roles and responsibilities are communicated clearly to every employee to reduce confusion and increase accountability.
- Give employees the authority that matches their job responsibilities so they can make decisions without delay.
- Offer guidance and support to help employees fully understand their roles and the procedures they need to follow.
- Improve communication between departments by sharing information on time and holding coordination meetings.



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- Check functional activities from time to time to make sure they stay in line with the organization's goals and needs.
- Encourage employees to take part in decision-making when it makes sense to build ownership and improve how well functions work.
- Look into the gender differences seen in perceptions of effectiveness to find and fix any underlying issues.
- Think about combining categories or using a test when studying the qualification–coordination link again, in future research.

XI. LIMITATIONS OF THE STUDY

- I notice that the study uses 50 employees. This small sample may not reflect what all employees at the firm think.
- I see that the study uses convenience sampling and a short study period. These choices may limit how generalisable the results are.
- I realise that the study findings depend on employee honesty and accuracy in self-reported answers. If employees lie or misreport the study may suffer from response bias.
- I understand that the study focuses on one engineering manufacturing firm. The results may not apply to firms in industries or locations.
- I see that the study may not have had access to some company information about management practices and performance.
- I note that the study uses a set of statistical tools. A multivariate regression model was, beyond the study's scope. It could estimate the relative contribution of each factor simultaneously.

XII. CONCLUSION

This study looked at the way the company is structured and how well it works. The research used information from 50 employees. The data was looked at using percentage analysis, Pearson correlation, regression, ANOVA and the Chi-square test. The results show that employees think the way the company is set up and the way the departments work is mostly good. They said that clear lines of responsibility fast communication and working together between departments are important for how well the company functions. The numbers and the way they were analysed show that having a structure and clear lines of responsibility make a real difference in how well departments work together and keep things running smoothly. It also found that the gender of the employee affects how they see the structure's role, in how the company works. Age did not make a difference. Education level was linked to how people think about working but that link needs more careful checking. Overall, the company is doing a job at having a clear structure and departments that work well. Keeping an eye on communication giving tasks clearly working well between departments and checking how things are done regularly will help make the company even better. Future studies could do better by using more people chosen randomly and using a more complex way to look at all the different things that affect how well the company works.

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