Advanced International Journal for Research (AIJFR)
E-ISSN: 3048-7641 ● Website: www.aijfr.com ● Email: editor@aijfr.com

From Cash Flow to Organisational Efficiency A Case Study on Treasury Management Practices and Their Impact on Organisational Efficiency Based on an Employee Satisfaction Survey

Shambhavi Shriniwas

BBA (General), Amity Business School, Amity University Mumbai

DOI: https://doi.org/10.63363/aijfr.2026.v07i06.9201

Abstract

This case study will explore how treasury management techniques affect the following areas of an organisation's performance: liquidity, payment timeliness, financial risk management, and efficiency. The company in question has several departments and is a large company. The attached 384 page PDF includes 64 individual responses from an Employee Satisfaction Survey. The study incorporated questions related to employees' understanding of the treasury roles, cash and liquidity management, payment and collection procedures, tech, decision-making, interdepartmental cooperation, financial-risk management and overall satisfaction. Some of the practices mentioned in the written comments are seen as to be good practices to encourage such as prompt payments, system-directed process, and effective liquidity management. These challenges involve delays in the process features, communication and coordination, changing government legislation, banking support, and need for further automation. The case study utilises the survey to help identify the issues facing the company and suggest solutions. The percentages of satisfaction were not provided as the answer to a multiple choice question or for Likert scale questions were not all provided, but the actual responses to the closed questions are supplied in the PDF file.

1. Introduction and Background

Treasury management is one part of financial management, where money is available, used and controlled. Its usual responsibilities encompass short-term investing of surplus cash, monitoring of cash flow and liquidity, bank interaction and maintaining relationships, payments and collections and monitoring financial risks. If the company has efficient treasury, it can pay its bills, and even have some money left for business.Reliable cash-flow information is fundamental to projects, administration, procurement and finance, as well as timely payments. Improving the efficiency of the treasury, in this way, isn't a challenge only for the accounting staff, but it can also impact the company as a whole. The case study is based on

the answers of employees who completed an Employee Satisfaction Survey in a range of roles and job functions. Employee feedback on the efficiency of treasury procedures and ideas for enhancements were the foci of the survey questions. The answers illustrate an actual treasury setting where multiple departments are impacted by treasury activities.

The Problem

The present treasury procedures are not consistently meeting the needs of the organization's operations, which is why the survey was conducted.. As seen in the comments, process based work, liquidity monitoring, timely payments, cash-flow management, etc. are all welcome. In addition, there were suggestions to provide increased automation, delays in the process, and coordination and communication issues. Therefore, it is not sufficient to ask whether the treasury functions are being performed, it is also necessary to ask whether the information, permissions, banking and coordination between departments are properly integrated and timely. Even if you have the money, paperwork, permissions, bank cooperation or even communication delays can affect the efficiency of other departments' work. For this reason, a management challenge comes into play: how does the company retain the positive aspects of its existing treasury procedures and reduce the time waste while using technology, transparency and coordination more efficiently?

Diagnosis: Why the Problem Existed

The staff comments have suggested a number of possible reasons. These are themes that were extrapolated from the written survey responses, and not necessarily proven causes:

1.Coordination and communication gaps

Communication and coordination are some of the issues that have been cited and some of the suggestions are to improve communication with other divisions. Multiple departments often need to be consulted and given the go-ahead for treasury transactions. The process can be prolonged if there is confusion about responsibilities and/or required documents.

2.Process-related delays and procedural complexity

One of the participants identified delays in the process as an issue, and another participant noted organizational process as an issue. This suggests that with process mapping and more defined roles at each level, it may be possible to find instances of needless handoffs or follow-ups.

3.Need for automation and digital integration

Several suggestions were put forth, including more technology, digital systems and automation. These comments may be considered when reviewing repetitive manual tasks, progress monitoring and the exchange of information. Technology should not just be a means to automate wasteful tasks, but it should also help the processes to be transparent.

4.Banking and liquidity-related requirements

The most frequent comments were about the timing of investment, the proper use of money, the tracking of cash flow, the ability to assess or access the investment online with banks, and working with other institutions. One commenter mentioned a consideration on creating a payment system that would rely on overdraft limits to aid real-time financial management. Operational, financial and risk aspects need to be assessed at the preliminary stage before such plans can be successfully implemented.

5.External policy and compliance changes

One obstacle that has been mentioned is the shift in government policies. To keep employees up-to-date on the most recent standards and informed of any changes that may impact financial paperwork, banking, or payments, treasury procedures should be evaluated on a regular basis.

The Intervention

The following components could be considered by the organization as part of an improvement program:

• Do not overlook and standardize the treasury process of typical transactions, including vendor payments, bank guaranties, earnest money deposits and transfers of funds – including documentation of process stages, who is responsible for approval, required documents, and time to expect the transaction to run through.

• Ensure that various departments are more effective in collaborating with each other, by assigning individual(s) to act on requests, by establishing a procedure to escalate transactions that are slipping, and by adopting a consistent system for tracking the status of transactions.

• Look for manual repetitive tasks and determine how to automate them. This involves payment updates, reminders, support with recon, and regular reports, etc. All technology and AI-driven solutions must have data security, audit and approval controls.

• There are many repetitive tasks around payments that might be more automated such as payment status updates, payment reminders, payment reconciliation support and regular reporting. Any technology or AI-based solution must have data security, audit and approval controls.

• Improve the coordination of banking by review of the fitness of banking facilities, schedules and lines of communication between banks. Evaluate any potential working capital or overdraft arrangement in terms of the cost, liquidity and risks before entering into such an agreement.

• Maintain control over your investments and cash flow by regularly checking your liquidity and surplus funds, for example, monthly, and making predictions about cash flow. The other crucial consideration is to only invest as per the approved investment rules and risk levels.

Outcome and Learning Points

Liquidity, on-time payments, cash flow management, and tech-driven financial decision-making are all highlighted by the results.Respondents' written comments also indicate that there are differing experiences

with treasury procedures. Some indicated that the procedures were manageable, others identified issues related to the coordination and communication, and delays in procedures.

- Having enough money on hand and running smoothly are two factors that determine the treasury's efficiency.While adequate funding is a key component to timely transactions, if there are delay in permissions, documentation, or communication, transactions may not be completed in a timely fashion.

• As part of the treasury's performance, interdepartmental communication is crucial.Clear ownership and timely information can help to reduce ambiguity, and information should be given frequently if needed.

• The process needs to be understood and codified in order to automate it.

• If financial data don't provide a clear picture of operational friction, asking employees for their perspective might help.

• In formulating treasury policy, quickness, internal control, conformity and risk management should be taken into consideration. In the name of faster processing, there should be no lessening of approval or audit standards. The selected responses in the rating-scale questions do not always stay when the document is exported for the current survey. In this case, however, there are no previous statements of a particular majority's approval or disapproval, averages, or percentages reported. The written remarks used to conduct the qualitative analysis are included in the answer export.

Discussion Questions

- Which of the following treasury processes should be examined first to reduce delays if the company is looking to make reductions: bank coordination, interdepartmental communication, payment approvals, or paperwork?
- Explain and justify your choice. How does the organization achieve automation without compromising data security, audit trails or financial controls?
- What measures do we have to assess how well the treasury is working, e.g., on the speed of payments, the accuracy of our forecasts, the timeliness of our Recons, our LCR etc.?
- How to make all departments aware of policy and procedural changes in the best way?
- Before implementing a working capital arrangement like a payment mechanism based on an overdraft limit, what are the few more things that need to be checked?

Conclusion

An example of how treasury management can greatly contribute to the smooth functioning of an organization is the ability to control finances, coordinate with banks, make timely payments and manage cash flow. Although there have been some favorable comments about the current procedures from the staff, there is room for improvement in the following areas: When managers evaluate the treasury's performance, they shouldn't just look at the cash on hand; they should also consider how well information and transactions are getting to the treasury and how well they are getting disseminated throughout the organization. There is a need to regularly assess and review processes, to define responsibility and to use

digital technology to make sure that an effective treasury function is carried out with the appropriate financial controls in place.

References

1. Employee Satisfaction Survey. (2026). Internal Google Forms response export supplied for this case study (64 individual response records; 384-page PDF export).
2. Internal internship observations and learning in the Finance and Accounts function, Mazagon Dock Shipbuilders Limited (MDL), 2026. Include only those observations that are supported by the student's internship records and approved for academic use.