

ARE GOOD INTERPERSONAL RELATIONS IMPORTANT FOR A HEALTHY ORGANISATION

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Abstract

Because of the many advantages that may accrue to both the individual and the organization when there are healthy interpersonal relationships at work, the focus of this article will be on how to improve such relationships in the workplace. The purpose of this study is to investigate the importance of maintaining healthy interpersonal relationships in the workplace. There were three research questions that were addressed in this article. Theoretical works were analyzed in this study. The conclusions of the review were as follows: (1) that the demographics of employees and the work environment might, in some ways, impair the interpersonal relationships that employees have in the workplace if they are not managed appropriately. (2) That a healthy interpersonal interaction in the workplace should have its foundation in the diversity of its employees' dispositions. (3) The degree to which workers are compatible with one another, their ability to communicate and engage with one another, and the surroundings in which these activities take place go a great way toward either improving or hurting the interpersonal relationships that exist in the workplace. The following suggestions were developed on the basis of the findings: (1) Management interventions may play an important role in fostering friendships among employees by organizing social events both within and outside of the office. (2) In order to maintain a favorable environment in the workplace and to maintain strong interpersonal relationships, individuals need to be able to get along well with their fellow employees.

keywords: *interpersonal , important ,healthy*

Introduction

The capacity of members of any organization to engage productively with their superiors, subordinates, and coworkers inside the company as well as with customers, suppliers, and the general public outside the business is essential to the performance of those individuals. Therefore, maintaining positive interpersonal ties is a highly crucial concern for any firm. The majority of businesses struggle more with interpersonal conflicts than they do with operational issues. Issues with the organization's human resources are usually the result of dysfunctional interpersonal relationships, which in turn impede progress toward organizational objectives. Therefore, efforts should be made to improve the interpersonal skills of the employees who are working at the company. The quality of one's interpersonal interactions at work has a positive influence not only on the organizational but also on the individual factors. Friendships formed at work have been shown to increase individual employees' views toward their jobs, including job happiness, job dedication, engagement, and perceived organizational support. In addition, when employees have the opportunity to vent their frustrations with their jobs to their coworkers, they are less likely to develop unfavorable attitudes toward their jobs. In the business world of today, there is a demand for work to be completed in the shortest amount of time possible, and in order to fulfill this demand, working professionals need to establish positive relationships with one another. Communication and collaboration inside the workplace are two of the most important factors in the

upkeep of professional relationships that are in good health. When members of a team work well together and contribute well, interpersonal bonds inevitably emerge over time. On the other side, it is possible for these ties to degrade after a person has left the group and stopped maintaining contact with the others (Stephen, 2010).

Importance of Interpersonal Relations

Some employees are aware of the significance of maintaining positive relationships with coworkers, while others have a difficult time advancing in their careers because their coworkers and superiors tend to avoid them because of the temper tantrums they throw on a regular basis. As a result of these temper tantrums, coworkers and superiors avoid giving these employees any major responsibilities. In one of the organizations, there were two applicants who were being considered for the top most role of the organization, and both of them were seen as equally deserving. When the workers of the organization were asked about their preference, they responded unequivocally that they preferred the employee who always supported them in their job by always being cooperative over the other employee who at times was unfriendly towards the sentiments and work of other employees. When both candidates are judged to be equally qualified in terms of performance metrics, a tie breaker that takes into account the candidates' interpersonal relations may be used. Employees spend a significant portion of their lives working, and in order for this time to be enjoyable and full of joy, they need to be able to properly interact with the regulars who also work there. Nevertheless, it is a talent that may be acquired by exhibiting a great deal of sensitivity and appropriate professional manners.

Definition of terms

Relationships Between Coworkers and supervisors and Employees Interpersonal relationships at work refer to the day-to-day interactions that take place between coworkers and between supervisors and employees. These kinds of relationships are an inevitable component of the workplace; while they are typically enjoyable and conducive to innovation, they may also be stressful and aggravating at times. The term "workplace" refers to an area or structure in which individuals engage in either manual or mental labor in order to make a livelihood for themselves and their families.

Concept of Interpersonal Relationship

A relationship must first be borne, then fed, then fostered, and eventually it will develop. The level of a connection known as an acquaintance is where it begins; the level of a relationship known as an associate is where it grows, and the level of a friendship is where it is cultivated. One who must be active in interpersonal relationships in order to fulfill the aim of the interaction must have goals to reach at each level of the interaction. Relationships are the stepping stone to either your happiness or your misery; as such, they require careful management. It does not happen by coincidence; rather, cultivating interpersonal relationships is a form of social labor that has to be done. This is because interpersonal relationships are the social connection that connects two or more people.

Maxwell (2004) made the observation that something might bring two people together and keep them in the framework of a relationship even after the first meeting. Such things may be common interest like desire, aspiration or a goal. If an interpersonal relationship that develops as a result of any of these is fed and fostered, it will expand; nevertheless, if it is neglected, it will degrade and eventually die. Developing meaningful connections with other people takes time and effort, but it pays off handsomely for those who are willing to put in the effort. The social link, connection, or affiliation that exists between two or more individuals is known as an interpersonal relationship.

Theory of Interpersonal Relationship

According to Social Exchange theory proposed by George Casper Homans in the year 1958, "give and take"

forms the basis of almost all relationships though their proportions may vary as per the intensity of the relationship. In a relationship, every individual has expectations from his/her partner. A relationship without expectations is meaningless. According to Social Exchange Theory feelings and emotions ought to be reciprocated for a successful and long lasting relationship. Relationships can never be one sided. An individual invests his time and energy in relationships only when he gets something out of it. There are relationships where an individual receives less than he gives. This theory becomes necessary to organisations because it takes two or more people to form a team and a team cannot exist without “give and take” which is the core of any relationship. Therefore, this theory emphasises the need for positive interpersonal relationship among organisation’s members in order to achieve its goals.

Interpersonal Relationship-Johari’s Awareness Model

The Johari window (or diagram) gives a starting point for people to know about themselves and others, and how they can learn to understand others even better. It is a behavioural model created by two psychologists, Joseph Luft and Harry Lingham. This excellent tool can improve interpersonal communication. (Anthony, 1995).

To understand relationship, the Johari window utilises four quadrants to represent the whole person in relationship to others as shown in figure 1 (Anthony, 1995).

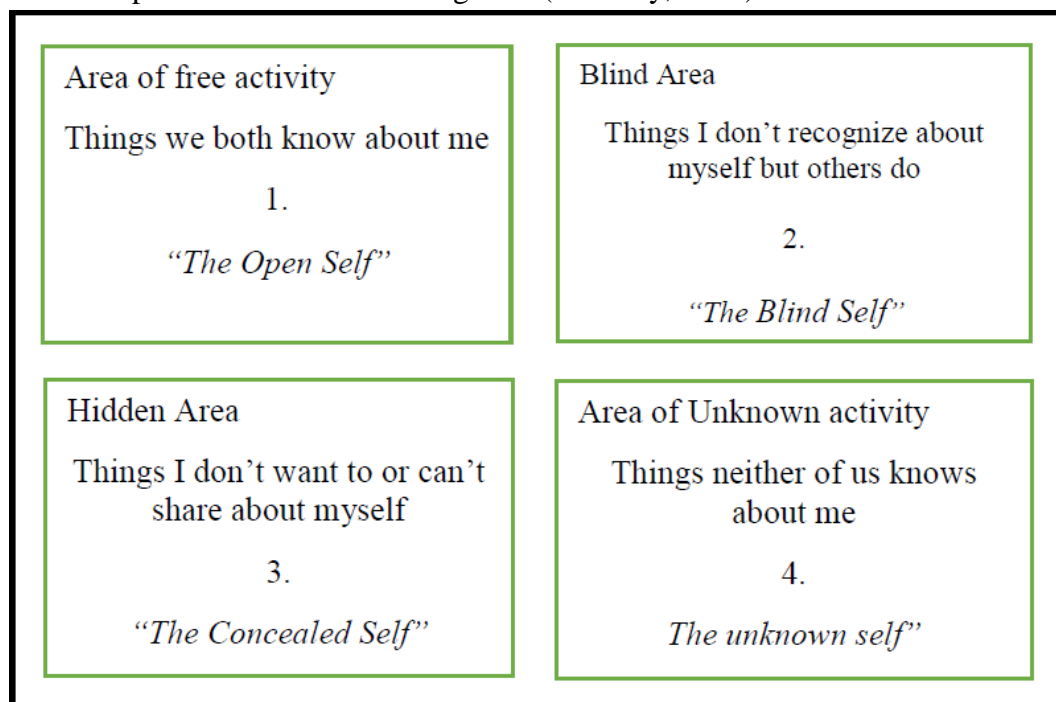


Figure 1

Quadrant 1. **The Open Area or Arena** refers to behaviour and motivation known to self and others. It shows the extent to which two or more persons can freely give and take, work together, and enjoy experiences together. The larger this area, the greater people’s contact with reality and the more open are their abilities and needs to themselves and their associates.

Quadrant 2. **The Blind Area** represents behaviour and motivation not known to people themselves but which are readily apparent to others.

For instance, if a person speak with an accent or mispronounce the “th” sound as “d” or “dh” or a person may brush back my hair when I’m thinking. I may be unaware of these facts, but they are obvious to others.

ARENA 1	BLINDSPO T 2
3 HIDDEN AREA	4 UNKNOWN AREA

Figure 2

make myself look good when I successfully carry out the assignment. However, I don’t tell my boss why I want the assignment and I don’t go about trying to get the assignment in an obvious way.

Quadrant 4. **Area of Unknown Activity** means behaviour and motivation not known to the individuals themselves or to others. People know this quadrant exists because they occasionally discover new behaviour or motives never known, but present all along. I might surprise myself by taking over the group’s direction during a critical period. Someone else may discover a great ability in bringing warring factions together.

In a new group, quadrant 1 is small. Little spontaneous interactions take place. As the group matures, quadrant 1 expands. This usually mean that people find greater freedom to be themselves and to perceive others as they are. Quadrant 3 shrinks as quadrant 1 enlarges. Group members have less need to hide or deny things they know or feel.

In an atmosphere of growing mutual trust, with less need for hiding thoughts or feelings (those things hidden probably relate to whatever troubles the members have, it takes longer to reduce quadrant 2. People usually have good psychological reasons to blind themselves to the things they feel and do. Quadrant 4 make myself look good when I successfully carry out the assignment. However, I don’t tell my boss why I want the assignment and I don’t go about trying to get the assignment in an obvious way.

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Figure 3 illustrates how individuals look in a completely new growth situation or when they first get acquainted. In many cultures they consider it bad to act too friendly too soon or too reveal too much in

the beginning. This same constricted picture typifies some people who have difficulty relating to others.

1	2
3	4

Figure 3

1	2
3	4

Figure 4

In figure 4, the larger the first quadrant; the closer individuals are to self-awareness and self-realization.

This indicates that they meet their own needs, use their abilities and interests, and at the same time makethemselves more available to others.

Whether the relationship concern peer associates, superior and subordinate, or groups and organizations, the relationships that conform to figure 4 result in greater understanding, cooperation, and freedom of activity; this results in more creativity, higher work output, as well as individual, group, and organizational growth. Suspicion, distrust, tension, anxiety, and backbiting characterize relationships that follow the pattern of figure 3. The results show up in lower work output and the thwarting of individual as well as organization growth.

Need for Interpersonal Relationship in Workplace

Organization consist of a group of people with similar aims, objectives, goals and insights who cooperatively joined hands together to achieve what individuals cannot achieve in isolation under an effective coordinating mechanism. However, in any organization that is goal-oriented, workers cooperative efforts coupled with their level of interpersonal relationship tend to influence the entire work-group performance. The need for interpersonal relationship at workplace therefore cannot be overemphasized. Valued interpersonal relationship can influence organizational outcomes by increasing institutional participation, establish supportive and innovative climates, increasing organizational productivity and indirectly reducing the intent to turnover (Berman et al., 2002; Crabtree, 2004; Ellingwood, 2004; Song and Olshfski, 2008).

- a) Individual spends around eight to nine hours in his organization and it is practically not possible for him to work all alone: Human beings are not machines who can work at a stretch. We need people to talk to and share your feelings. Imagine yourself working in an organization with no friends around. We are social animals and we need friends around. An individual working in isolation is more prone to stress and anxiety. They hardly enjoy their work and attend office just for the sake of it. Individuals working alone find their job monotonous. It is essential to have trustworthy fellow workers around with whom one can share all his secrets without the fear of them setting leaked. We must have friends at the workplace who can give us honest feedback.
- b) A single brain can't take all decisions alone: We need people to discuss various issues, evaluate pros and cons and reach to solutions benefiting not only the employees but also the organization on the whole.

Employees can brainstorm together and reach to better ideas and strategies. Strategies must be discussed on an open platform where every individual has the liberty to express his/her views. Employees must be called for meetings at least once in a week to promote open communication. Interaction on a regular basis is important for healthy relationship.

- c) Interpersonal relationship has a direct effect on the organization culture: Misunderstandings and confusions lead to negativity at the workplace. Conflicts leads nowhere and in turn spoil the work environment.
- d) We need people around who can appreciate our hard work and motivate us from time to time: It is essential to have some trustworthy co-workers at the workplace who not only appreciate us when we do some good work but also tell us our mistakes. A pat on the back goes a long way in extracting the best out of individuals. One needs to have people at the workplace who are more like mentors than mere colleagues.
- e) It always pays to have individuals around who really care for us: We need colleagues to fall back on at the times of crisis. If you do not talk to anyone at the workplace, no one would come to your help when you actually need them.
- f) An individual needs to get along with fellow workers to complete assignments within the stipulated time frame: An individual working all alone is overburdened and never finishes tasks within deadlines. Support of fellow workers is important. You just can't do everything on your own. Roles and responsibilities must be delegated as per specialization, educational qualification and interests of employees. An individual needs help of his fellow workers to complete assignments on time and for better results.

Factors Affecting Interpersonal Relationship at Workplace

Song and Oshfski (2008) argued that the people who we consider to be our friends are impacted by factors such as our familial links, social class, ethnic origin, race, gender, age, experience, hobbies, and location. According to Sacco and Schmitt (2005), several theories provide evidence for the thesis that demographic variables have an influence on the social interactions that exist between individuals. People classify themselves and others into in-groups and out-groups according to prominent traits such as race and sex, according to social categorisation (Tajfel, 1981; and Turner, 1987) and social identification theories (Tajfel and Turner, 1986; Turner, 1982). These theories were developed by Tajfel and Turner. Tajfel's research was published in 1981 and Turner's research was published in 1987. People have a tendency to play down distinctions between themselves and members of their own group while exaggerating differences between themselves and members of other groups. Sacco and Schmitt (2005) and Sherif, Harvey, White, Hood, and Sherif (1961) found that individuals respond more favourably to contacts with persons who are a part of the same group, even when the differences between the groups were arbitrary. Demographic similarity, according to the similarity-attraction paradigm (Berscheid and Walster, 1978; Byrne, 1971) and the relational demography theory (Tsui, et al., 1992; Tsui and O'Reilly, 1989), leads to attraction and liking, and has a positive impact on the social relationships between employees. It is interesting to note that these theories imply that demographic impacts on workplace relationships and the repercussions of such ties may take place even in the absence of substantial employee engagement.

(Pogrebin, 1987) found that in addition to demographic antecedents, organisations possess a large number of environmental features that can encourage the formation of friendships. According to Song and Olfshki (2008), organisational cultures that stimulate knowledge and communication also create greater opportunity for employees to develop friendships with one another. In particular, organisational norms and procedures that promote communication between direct supervisors and subordinates have a favourable influence on the possibility for friendship. In addition, friendships among coworkers may develop for no other reason than their near proximity to one another, the contacts they have with one another, and the experiences they have in common (Lu, 1999; Berman et al., 2002). Rousseau (1985) proposed that managers may be given the directive to foster an atmosphere of openness and camaraderie among their personnel, as well as to provide a positive example for the kinds of relationships that are sought in the workplace. Berman et al., (2002) conducted a survey of senior managers, and they discovered similar tactics for establishing an environment of friendship in the workplace. The techniques included of giving employees the chance to socialise with one another, encouraging them to act nice towards one another and to seek out emotional support from one another, and educating supervisors to develop positive connections with employees.

Conclusion

According to Dotan (2009), Morrison (2004), and Maertezt, Gruffeth, Campbell, and Allen (2007), the presence of valued interpersonal relationships has a positive influence on people's attitudes and opinions, as well as the results of organisations. This is not only true for the ties that exist between coworkers, but also for the interactions that take place between bosses and the individuals that they are responsible for supervising. In addition, Anderson and Martin (1995) discovered that engaging in conversation with other individuals with the intention of earning affection or inclusion lowered emotions of aggravation as well as job-related anxiety and stress. Having positive relationships at work can help reduce employee turnover and enhance performance by giving advantages that are functional, test-related, or career-related. Because of this, the significance of maintaining positive relationships with coworkers cannot be highlighted enough in the workplace.

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