

Improving Interpersonal Relationship in Workplaces

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Abstract: *Positive interpersonal relationship at work foster a variety of beneficial outcomes for individual and organization hence, this paper on improving interpersonal relationship in workplace. This study is aimed at examining the need for interpersonal relationship in workplace. Three (3) research questions were raised and answered. Theoretical works were reviewed. The findings from the review were; (1) that employee's demographics and work environment can in a way affect interpersonal relationship in workplace if not properly managed. (2) That positive interpersonal relationship in workplace should be rooted in dispositional differences. (3) That the level of compatibility, communication and interaction settings between workers goes a long way in either improving or hindering interpersonal relationship in workplace. Based on the findings, the following recommendations were made; (1) Management interventions may be instrumental in promoting friendships at work, by initiating social activities both inside and outside of the workplace. (2) Individuals need to get along well with their fellow workers for a positive ambience in workplaces and also for healthy interpersonal relationship.*

Keywords: *Interpersonal, Relationship, Dispositional Differences, Organizations, Improve*

I. Introduction

Performance of members of any organization depends on the ability to effectively interact with their superiors, subordinates and co-workers within the organization and consumers, suppliers and general public outside. Interpersonal relations, therefore is a very important issue involving any organization. Most organizations have people problems rather than business problems. People problems are due to faulty interpersonal relations, which hinder the attainment of organizational goal. Efforts should be made therefore to enhance the interpersonal skills of the people at work.

Interpersonal relationships at work have an advantageous impact on both organizational and individual variables. Research has demonstrated that friendships at work can improve individual employee attitudes such as job satisfaction, job commitment, engagement and perceived organizational support (Cherniss, 1991; Ellingwood, 2001; Jehn and Shan, 1997; Morrison, 2009; Riordan and Griffeth, 1995; Robinson et al., 1993; Song and Olshfski, 2008; Zagenczyk et al., 2010). In addition, employee's negative work attitudes can be mitigated when peers act as confidantes to discuss bad and unpleasant work experiences (Anderson and Martin, 1995; Fine, 1986; Morrison, 2009; Odden and Sias, 1997; Sias and Jablin, 1995; Song and Olshfski, 2008).

In today's corporate world, there is a need for work to be done as quick as possible, and for this purpose, working professionals need to have good relationship between each of her. Healthy professional relations can be maintained by effective workplace communication and team work.

Interpersonal relationships gradually develop with good team participation with other members. On the other hand, these relationships may deteriorate when a person leaves the group and stops being in touch (Stephen, 2010).

1.1 Statement of Problem

Organisations around the world consist of people with similar aim, objective, goals and insights, who cooperatively join hands to achieve what an individual cannot achieve in isolation. If therefore, the people that makes the place will not relate positively with one another then, the goals of the organisation can hardly be achieved. There are organisations where there are no cordial relationships among staff members, and subordinates and superiors; for example, when strife, jealousy, hatred, bias, backbiting, witch-hunting, all of these and many more co-existing with the people, there is bound to be conflict which may not be healthy for the organisation. Hence, for a healthy atmosphere in any organisation, the people must understand their differences, there must be the "give and take" which is the basis of a true and genuine relationship. Therefore, this study was directed to answer this question: How can organizations generate positive interpersonal relationships?

1.1.1 Research Questions

To guide this study the paper intends to provide answers to the following questions;

1. Why is interpersonal relationships important in workplace?

2. What are the factors affecting interpersonal relationship at workplace?
3. How can interpersonal relationships in workplace be improved?

1.2 Purpose of the Study

The purpose of this paper was to provide a clearer understanding of interpersonal relationships at workplace. Specifically, the purpose of the study is:

1. To find out the need for interpersonal relationship in workplace.
2. To find out the factors affecting interpersonal relationship in workplace.
3. To find out how interpersonal relationship in workplace can be improved.

1.3 Significance of the Study

The study on interpersonal relationship in workplace will be beneficial to organizations, managers, and employees in a number of ways. The study will help to unveil vital information on the need and current challenges of interpersonal relationship in workplace and possible working solution for overcoming the identified problems to organizations. The study will be beneficial to managers and employees in the sense that the study will point out areas of strength and weaknesses, thereby, standing as a corrective measure.

Above all, this study will help expand knowledge and serve as veritable resource tool in the future.

II. Definition of terms

Interpersonal Relations: Interpersonal relationship at work constitutes the day to day interaction between co-workers, or managers and employees. These relations are a natural part of the work environment and are usually pleasant and creative, but sometimes the source of tension and frustration.

Workplace: A workplace is a location or building where people perform physical or mental work in order to earn a living.

2.1 Concept of Interpersonal Relationship

Relationship is born, fed, nurtured and, it grows. It is born at the level of acquaintance relationship; it is fed at associate relationship and is nurtured at friendship. One who must be involved in interpersonal relationship must have a goal to attain at each level in order to achieve its purpose. Relationship is the ladder to your gain or pain and therefore, it must be consciously handled. It does not come by chance, but it is a social work to be done because interpersonal relationship is the social link between two or more persons.

Maxwell (2004) observed that a thing bring two persons together to make them remain in the context of relationship. Such things may be common interest like desire, aspiration or a goal. When interpersonal relationship is born from any of these, if it is fed and nurtured, it grows but if neglected, it deteriorates and dies. Developing interpersonal relationship is a serious business that yields dividends to those committed to it. Interpersonal relationship is the social association, connection or affiliation between two or more people.

2.2 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.

2.2.1 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).

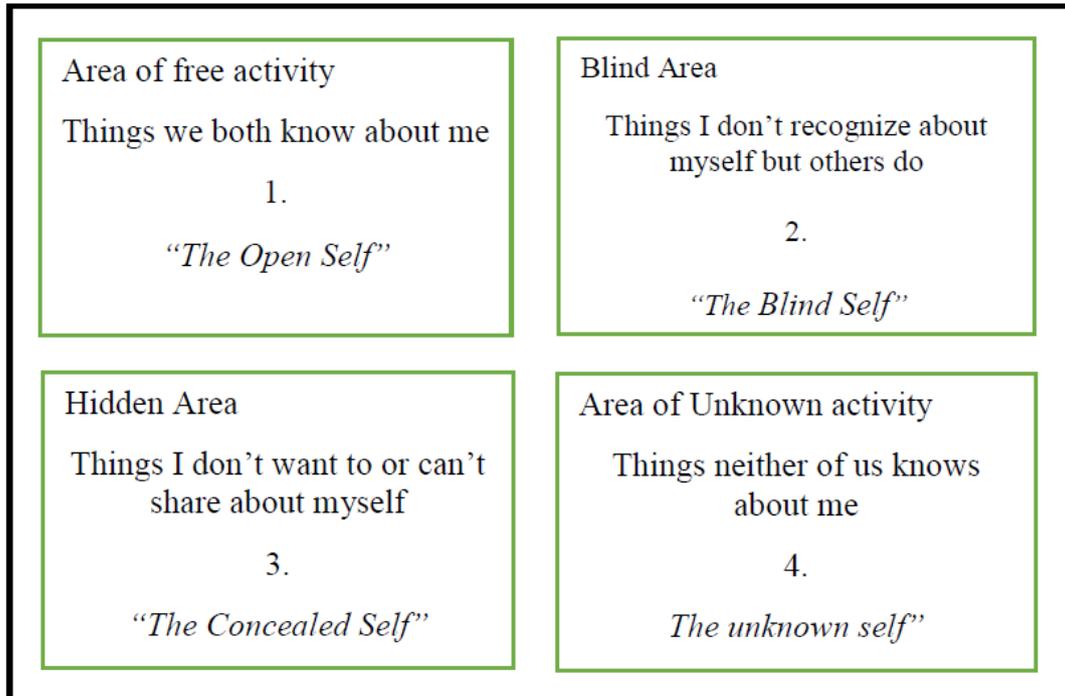


Figure 1

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 peoples’ 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	BLINDSPOT 2
3 HIDDEN AREA	4 UNKNOWN AREA

Figure 2

Quadrant 3. **The Hidden Area** means behaviour and motivation open to the person but kept secret from others. Some call this quadrant the hidden agenda, for example, I want a particular assignment from my boss so that I can 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

changes somewhat during the most intense learning experiences, but such changes occur even more slowly and shifts in quadrant 2.

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 make themselves 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.

2.1.3 Managing Conflict in Interpersonal Relationship at Workplace

Conflict should be defined as open arguments between one or more persons (Appelberg, 1996). Certainly conflict can lead to or be parallel to several other interpersonal relationship problems, e.g., lack of support or bullying. When two individuals have different opinions and neither of the two is willing to compromise, conflict arises. A state of disagreement among individuals is known as conflict. Conflict arises at workplace when employees find it difficult to reach a mutually acceptable solution and fight over petty issues. Differences in attitude, mind-sets and perceptions give rise to conflicts at the workplace. No one ever has trained anything out of conflicts. Conflict must be avoided as it leads to negativity and spoils the ambience of the workplace.

2.1.3.1 How to manage conflicts in interpersonal relationship at workplace?

Conflicts play an important role in spoiling relationship among employees at the workplace and must be controlled at the initial stages to expect the best out of individuals.

- a. For individuals, organization should always come first and all other personal interests must take a backseat. Fighting with fellow workers on petty issues is childish. Be professional. Do not take things to heart at the workplace as no one is working for himself or herself. You might not like someone else’s style of working but remember ultimately the organization must benefit out of it.
- b. An individual ought to respect his colleagues: Treat your fellow workers as members of your extended family. Ignoring minor issues helps in avoiding conflicts in interpersonal relationship. Try to understand your colleague’s point of view as well.
- c. Avoid lobbying at the workplace: An individual should keep his personal and professional life separate. Do not favour anyone just because you like the individual concerned or you know him personally. At work, every employee irrespective of his family background and relation with the management needs to be treated as one. Ignoring or bad mouthing someone just because you do not like him is simply not acceptable. Such things give rise to unnecessary stress and eventually employees fight and spoil relationships amongst themselves. You need people around who can give you suggestions and help you when required. You can’t work alone.
- d. Remember there is a difference between being aggressive and rude: A sense of competition is essential among employees but make sure you adopt healthy means to prove yourself. Jealousy, backbiting, criticism, leg pulling give rise to disagreements among individuals and spoil their relationships.
- e. Think before you speak. Do not hurt anyone. There are several other ways to express your displeasure at work. Do not overreact at workplace. Stay calm and composed.
- f. Avoid being arrogant: Be polite to everyone. Greet people and do enquire about their wellbeing. A simple smile goes a long way in managing conflicts and strengthening interpersonal relationships at workplace.

- g. Evaluate issues carefully: Do not jump to conclusions. It is always better to sort out differences amicably rather than fighting and spoiling relationships. Voice your concerns in an open platform and try to reach to a conclusion mutually acceptable to all. Do not always see your own personal interests.
- h. Learn to control your emotions.
- i. Communicating effectively reduces the chances of errors and eventually manages conflicts amongst employees at the workplace.

2.1.4 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.

2.1.5 Factors Affecting Interpersonal Relationship at Workplace

A. Employee Demographics and the Work Environment

Song and Oshfski (2008) proposed that who we claim as our friends is influenced by our family ties, class, ethnic background, race, gender, age, experience, interests, and the geography. Many theories support the proposition that demographic characteristics impact social relationships between individuals (Sacco and Schmitt, 2005). Social categorization (Tajfel, 1981; and Turner, 1987) and social identity theories (Tajfel and Turner, 1986; Turner, 1982) put forth that people categorize themselves and others into in-groups and out-groups according to salient characteristics, including race and sex. Individuals tend to minimize differences

among in-group members and maximize perceived differences between groups. Individuals react more positively to interactions with people in the same group, even when group distinctions are arbitrary (Sacco and Schmitt, 2005; Sherif, Harvey, White, Hood and Sherif 1961). Similarly, the similarity-attraction paradigm (Berscheid and Walster, 1978; Byrne, 1971) and relational demography theory (Tsui, et al., 1992; Tsui and O'Reilly, 1989) suggest that demographic similarity leads to attraction and liking and positively impacts the social relationships between employees. Interestingly, these theories suggest that demographic effects on workplace relationships and the consequences of such relationships may occur even without extensive employee interaction.

In addition to demographic antecedents, organizations have many environmental characteristics that can facilitate friendship making (Pogrebin, 1987). Song and Olfshki (2008) suggest that organizational cultures which foster information, communication, provide more opportunities to form friendships. Specifically, organizational norms and rules that encourage communication between immediate superiors and subordinates have a positive impact on friendship opportunity. Furthermore, friendships at work may form simply because of the close proximity, interactions and shared experiences of co-workers (Lu, 1999; Berman et al., 2002). Rousseau (1985) suggested that managers may be instructed to promote a climate of openness and friendship among their staff and to set positive examples to desired workplace relationships. In a study of senior managers, Berman et al., (2002) identified common strategies for promoting a climate of friendship. The strategies included providing employees the opportunity to socialize; encouraging them to act friendly toward one another and to seek each other for emotional support; and training supervisors to establish positive relationships with employees.

B. Personality

Developing positive interpersonal relationships at work should be rooted in dispositional differences. Kalish and Robins (2006) suggest that psychological predispositions are critical factors at the most basic level of a social relationship between two individuals. The five-factor model of personality (Barrick et al., 2001; Hogan, 1991; Hough and Furnham, 2003), including openness, conscientiousness, extraversion, agreeableness, and emotional stability, provides a meaningful theoretical framework for postulating the likelihood that certain traits lead to the development of interpersonal relationships at work. The last three traits, extraversion, agreeableness, and emotional stability, are more of interest here. These three dispositional tendencies represent core elements of interpersonal behaviour and represent interpersonal traits that have been demonstrated to be positively related to social cohesion (Barrick et al., 1998; Van Vianen and De Dreu, 2001). More specifically, each trait supports the development of social ties with others.

Extraverts are described as energetic, participative, gregarious and expensive. Because they tend to be social, assertive and bold in nature, extraverted individuals should form and maintain interpersonal relationships at work. Employees high on extraversion enjoy socializing and developing relationships. They are therefore more likely to cultivate social interaction and build new connections. Taking a social networks perspective, Kalish and Robins (2006) provide evidence that extraverted workers tend to construct broad, dense, heterogeneous social networks. Extraverts not only have a higher quantity of interpersonal relationship, but they also perceive those relationships to be of higher quality. Extraverted individuals feel close to their friends and value those relationship more highly (Berry and Thayer, 2000).

Agreeable individuals are described as compassionate, flexible, fair, generous and considerate (Goldberg, 1992). They have the tendency to be highly approachable because of their supportive nature and sensitivity. Costa and McCrae (1992) suggested that agreeable people are altruistic, sympathetic, and eager to help others, with an expectation that such behaviour will be reciprocated and such individuals strive for cooperation over competition. The formation and development of interpersonal relationships are partially a function of warmth and kindness, both attributes of agreeableness (Sprecher and Regan, 2002). Klein, Lim, Saltz, and Mayer (2004) found that agreeable individuals are central in friendship networks, perhaps due to their longing for close relationships (Graziano, Jensen-Campbell and Hair (1996), their ability to provide social and emotional support to others and their welcoming to new friends. Agreeable individuals are predisposed to seek out interpersonally supportive and accepting environments (Barrick et al., 2002; Wiggins, 1991). Agreeable people strive to foster pleasant and harmonics interpersonal relationships (Lies et al., 2009) and increase group harmony (Graziano et al., 1996). People prefer to be friends with individuals high on agreeableness because there is less irritation in the friendship (Berry et al., 2000). They like other people more and tend to be liked by others in return.

Emotionally stable individuals are described as confident, controlled, and well-adjusted. They have a tendency to be calm, unemotional and secure (Barrick and Mount, 1996). These characteristics combined with their positive disposition attract others to emotional stable individuals as a source of support. Emotionally stable individuals are pleasurable to be around because they tend to be happy (Hills and Argyle, 2001; Vitterso, 2001). Contrarily, individuals low in emotional stability (i.e. high in neuroticism) often express anger, moodiness or

insecurity and are not central in their friendship networks (Klein et al., 2004). Individuals high on emotional stability experience more positive relationships with others because they possess higher levels of tolerance, forgiveness, and an even-temperedness resulting in less conflict (Berry et al., 2000; Walker and Gorsuch, 2002). Emotionally stable individuals are more likely to be liked by others, a basic prerequisite for forming and maintaining interpersonal relationships at work (Xia, Yuan and Gay 2009).

C. Interaction Setting

Often, what appears to be personality changes may just be two peoples' varying responses to difference and incompatible job requirements. This frequently happens when people work in different parts of the organization, under different organizational cultures, for different bosses and in different jobs that make different demands.

D. Job Requirement

Job requirements determine how psychologically close or distant two people need to be to perform their work. The depth of interpersonal relationships required by a job depends on how complex the task is, whether the people involved possess different kinds of expertise, the frequency of interaction in the job, and the degree of certainty with which job outcomes can be predicted. Work situation that are simple and familiar to both workers, don't require strong feelings, demand little interaction, and have a high certainty of outcomes call for minimum task relationships. Complex situations that require different knowledge from each person, high trust, much interaction, and have an uncertain outcome call for more intense interpersonal relationships.

F. Organizational Culture

The organization's culture influences the general nature of employee relationships. People take cues from the culture they work in and usually respond to what they perceive as general expectations. Some cultures discourage intimacy and only allow distant, impersonal relationships. The more culture fosters competitiveness, aggressiveness, and hostility, the greater the likelihood people will be cautious and on guard with each other and other cultures encourage family-like closeness. The more sociable and personal the culture, the more people are likely to share non-work information and feelings. Four primary factors decide the interaction pattern:

Openness: is the degree to which participants share their thoughts and feelings with others

Trust: Trust is the degree that you believe someone else is honest and supportive.

Owning: Refers to taking responsibility for a problem to which you are a contributor versus blaming someone else.

Risk of Experiment: It is the degree to which you are punished for trying something new, especially if it fails, versus doing things in safe, approved-of ways.

G. Trust Level

Relationship do not grow and develop until individuals trust each other. Trust is learned from past interactions with another. Trust is developed as the parties self-disclose personal information and learn that they will not be hurt by making themselves vulnerable to each other. Increased trust leads to the sharing of more personal information between the parties, which enhances regenerative interaction patterns and contributes to improved problem solving and productivity.

H. Compatibility

Two individuals in relationship must be compatible with each other. There should be no scope of conflicts and misunderstanding in a relationship. Individuals from similar backgrounds and similar goals in life do extremely well in relationships. People with different aims, attitudes, through process find it difficult to adjust and hence fail to carry the relationship to the next level.

I. Communication

Communication plays a pivotal role in all types of relationships whether it is personal or professional. Feelings must be expressed and reciprocated in relationships while the individuals need to communicate with each other effectively for better understanding.

In professional relationships as well, colleagues must communicate well for a better bonding, sit with co-workers and discuss issues face to face to reach mutually acceptable solution. The recipient must understand

that sender intends to communicate and vice versa and clarity of thoughts is essential in relationships.

2.1.7 Improving Interpersonal Relation at Workplace

Managerial Role

Past studies suggest that management interventions may be instrumental in promoting friendships at work. Appropriately socializing newcomers (Allen, 2006), promoting a climate of openness and fun at work (Gousseau, 1995), initiating social activities both inside and outside of the workplace (Berman et al., 2002) and providing ongoing team building efforts are all strategies that encourage valued relationships at work. Beyond these workplace variables, though, trait differences might be leveraged during selection to impact employee work relationships; for example, managers could assess these traits when hiring to improve the chance of building a cohesive workforce based on positive interpersonal relationships. Selection on the basis of these attributes requires minimal effort given the general availability of low-cost pre-employment test designed to screen on the basis of dispositions.

Another viable strategy for engendering valued interpersonal relationships at work is to involve employees in the recruitment and selection process through increased use of employee referrals. Referrals are simple and low cost recruitment source that generally operate through highly homogenous, close knit, social networks (Henly, 1999; Marsden and Gorman, 2001). As an internal labour force becomes comprised of friends or relatives of current employees, off-the-job friendships become on-the-job friendships that should foster valued interpersonal work relationships. Thus, the adoption of both selection and recruitment strategies may help employees develop greater interpersonal relationships at work.

Sensitivity Training

Interpersonal friction is common among people in organization. Such frictions stem from different sources. Often, individuals seek contrasting goals, and so come into direct conflict with one another. Similarly, employees may possess such different personalities or attitudes that a degree of mutual irritation is almost guaranteed. Perhaps, the single most common cause of interpersonal friction within organization, involves the absence of accurate perception. Frequently, individuals lack insight into their own feelings and into those of the persons around them, and-most importantly – do not comprehend their own impact on others. As a result they anger, irritate, or annoy those persons unintentionally, and often unnecessarily. Sensitivity training is one technique where attempt is made to resolve interpersonal friction.

Other managerial roles in ensuring an improved interpersonal relationship at workplace are as follows:

- 1) Interact with your team members on a regular basis: Make sure you speak to everyone, else individuals might feel ignored. Call your team for meetings at least twice in a week. Enquire about their well-being. Ensure if everything is going well with them. This way employee feels happy and shares a healthy relationship with superiors. Interaction is essential as it helps break ice among people.
- 2) Avoid Comparisons among your team members: Do not shout on any of your employees in public. Call the individual concerned to your cabin and make him realize his/her mistakes without being rude. Speak to your team members directly rather than passing on messages through someone as information might not reach in its desired form creating misunderstandings and eventually spoiling relationships.
- 3) Remember a Manager's role is not just to sit in closed cabins for the whole day: Sit with your team members and help them plan their day. Help them in their day to day work.
- 4) Managers must be accessible to their team members: Problems start when employees find it difficult to get in touch with their bosses. Do keep in touch with them through SMSES if not meet them regularly. Lend a sympathetic ear to their problems. Your team members must be able to fall back on you in times of crises.
- 5) Intervene immediately in case of conflicts among your subordinates: Your team members might fight over pretty issues but it is your responsibility to guide them and reduce the chances of a major conflict. Do not ignore even the minor issues. One problem left unattended can become a major concern later.
- 6) Sit with individuals, counsel them and motivate them to discuss issues and reach to something which would benefit not only the employees but also the organization on the whole.
- 7) Ask your team members to have their lunch together: You can also join them once in a while, Boss's presence does make a difference. Take them out for picnics and small get together. Such informal meetings not only bring employees closer to each other but also to their superiors. Motivate them to celebrate important festivals at workplace. Delegate responsibilities and ask them to take charge individually. This way they start believing in you and the organization and eventually share a healthy

- relationship with all.
- 8) Employees performing well must be appreciated and suitably rewarded for them to deliver results every time. Do not be harsh to others who did not perform well this time. Being rude to them will not solve any of your problem; rather individuals would go against you.
 - 9) Never be partial to anyone: Employees performing well should be appreciated in front of others. Those who are not performing up to expectations must be asked to pull up their socks next time irrespective of the relation they share with you or with the senior management. One of your team members can be your best friend but when it comes to results and targets, he should not be spared because work should never be mixed with personal relations.

Employees Roles

Individuals need to get along well with their fellow workers for a positive ambience at workplace and also for healthy interpersonal relationship. It is essential for individuals to trust each other at the workplace for better relations. It is almost impossible for employees to work alone. Everyone needs people around to discuss things and reach to better solutions. <http://www.managementstudyguide.com/interpersonal-relationship.htm>

Employee's role in ensuring an improved interpersonal relationship in workplace includes:

- a. It is important for employees to stay positive at workplace. Do not always find faults in your fellow workers. Remember no one on this earth is perfect. No matter how bad the other individual is, one needs to maintain the decorum of the workplace. The best way is to ignore the one you do not like rather than indulging in conflicts and spoiling relationship. Conflicts turn friends into foes.
- b. Be a little more adjusting. Things can't always be the way you like. Listen to others and understand their point of view as well. Don't see your personal interests always.
- c. Never under estimate your fellow workers. You never know when someone comes up with a brilliant idea. Treat everyone with respect. Ignoring people leads to frustration and eventually spoils relationships at workplace. Listen to all, giving importance to few and side-lining others create problems among employees and such things demotivate employees to give their best. They start treating office and work as a burden.
- d. It is unethical to spread rumours around in the workplace. Backbiting, leg pulling, criticism are the biggest reasons of displeasure among employees. Learn to be straightforward and if you feel your colleague is doing something wrong, tell him to his face rather than discussing with others. Making fun of others is unprofessional.
- e. An individual should be trustworthy. If any of your colleagues has confided something in you, do not backstab him. Do not walk up to your boss and reveal all his secrets. Learn to keep things to yourself.
- f. Avoid being arrogant. Don't show unnecessary attitude to people around. You might be heading a particular department but that does not mean you have the authority to be rude to people around. You are getting paid for your services and no one will tolerate your dominant and bossy nature. Leave your ego behind the moment you step inside your office.
- g. Think before you speak. Make sure you do not hurt people. Never insult anyone intentionally.
- h. Great your colleague's even if he/she is not from your team. It hardly matters because a smile can actually make a difference.

III. Findings

In the course of the review, some factors were said to have been affecting interpersonal relationship in workplace. These factors are:

- i). That employee's demographics and work environment can in a way affect interpersonal relationship in workplace if not properly managed.
- ii). That positive interpersonal relationship in workplace should be rooted in dispositional differences.
- iii). That the level of compatibility, communication and interaction settings between workers goes a long way in either improving or hindering interpersonal relationship in workplace.

IV. Conclusion

Valued interpersonal relations positively impact individual attitudes, opinions and organizational outcomes (Dotan, 2009; Morrison, 2004; Maertezt, Gruffeth, Campbell and Allen 2007). This is true for both relationships between workers and relationships between supervisors and subordinates.

Furthermore, communicating with others for affection or inclusion eases frustration and job-related anxiety and stress (Anderson and Martin, 1995). Therefore, the need for interpersonal relationships in workplace cannot be over emphasized because positive work relationships help reduce turnover and improve performance by providing functional; test-or career-related benefits.

4.1 Recommendations

In view of the findings of this study, the following recommendations were proffered:

- That management intervention may be instrumental in promoting friendships at work, by initiating social activities both inside and outside of the workplace.
- Individual need to get along well with their fellow workers for a positive ambience in workplace and also for healthy interpersonal relationship.

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