CHAPTER – II

INTERPERSONAL RELATIONS AND COMPETENCE –

THEORETICAL CONCEPT

The industrial world is becoming more and more competitive and globalized day by day. In order to remain in business, the organizations are trying to compete in this globalized and informationalized world. Besides interventions like restructuring, diversification, technology acquisition and innovations, it has been observed that eventually much of the results depend upon the human inputs. No matter how sophisticated an organization’s plan, strategy and technology, the human factor inevitably is the key to success. It has been well recognized that, the desired goals and objectives of an organization cannot be achieved if the people do not want to perform. Thus, the human resources proved to be one of the greatest contributors to organizational excellence.

Increasingly, organisations have started to appreciate the importance of human beings in facilitating them in achieving the organisational missions and objectives. The realisation has dawned that the human resource is the only resource that has an infinite potential and is the only resource which appreciates and becomes increasingly valuable to the organisation as its association grows with the organisation. Managing Human Resource thus now demands increasingly more time of any progressive manner.

The successful management of human resources is one of the indispensable concomitants of the sound performance of an organization. Better management of human resources can be a major source of productivity improvement. Unless the problems of the Human Resource are promptly looked into and solved satisfactorily, effective performance would turn out to be a wild-goose-chase. Drucker often states that
management’s treating of a worker as though he were a “glorified machine toll” is a waste of those very characteristics that distinguish the individual from the machine.

Thus, physical or monetary resources by themselves cannot improve efficiency or contribute to an increased return on investment. It is through the combined efforts of people that monetary or material resources are utilised for the accomplishment of organisational objectives.

2.1 THEORETICAL FRAMEWORK OF THE STUDY

Relationships are very vitally important to everyone lives. Through relationships, one experience the entire range of human emotions. When asked where their greatest joys come from, people usually indicate that their most rewarding experiences come from relationships with others.

According to Amato Paul (1994), one of the main challenges in human life is the establishment of long term intimate relationship with fellow beings. Secure and mutually supportive relationships are important because they contribute to people’s sense of well being and mutual health.

Reis (2001) defines the term “relationship” an enduring association between two persons. The existence of a relationship implies that these persons has established an ongoing connection with each other, that their bond has special properties, including a sense of history and some awareness of the nature of relationship that they influence each others thoughts, feelings and behaviour and that they expect to interact again in the future.

Hinde (1979) says that in close relationships, the behaviour of one participant influences the behaviour choice of the other and vice versa. Participants in a relationship are interdependent to the extent that they rely on each other to achieve common goals, and to the
extent that the behaviour of each other influences the behaviour of the other. In other words, interdependence presumes a connectedness between the participants.

Berschied (1987) says “A relationship’s closeness is represented by the extent to which the activities of one person, his or her thoughts, internal states, and overt behaviours – influence the activities of the other and vice versa. Interpersonal communication is characterised by interdependence, in which ones behaviour influences and influenced by how others feel and act.

It has been observed that there is no consensus on the dynamic concept of ‘relationship’. There were attempts to summarise the perspective from the disciplines of linguistics, communication, psychology, sociology and philosophy. Such a wide array of interdisciplinary perspectives in to the concept indicates the complexity of the definitional issues involved.

A relationship is normally viewed as a connection between two individuals, such as a romantic or intimate relationship or a parent-child relationship. Individuals can also have relationships with groups of people or a society. Partners or co-workers in a profession, business, or common workplace also have a long term interpersonal relationship. These relationships usually involve some level of interdependence. People in a relationship tend to influence each other, share their thoughts and feelings, and engage in activities together. Because of this interdependence, most things that change or impact one member of the relationship will have some level of impact on the other member. The study of interpersonal relationships involves several branches of social science, including such disciplines as sociology, psychology, anthropology and social work.

Psychologists have suggested that all humans have a motivational drive to form and maintain interpersonal relationships. According to this view, people need both stable
relationships and satisfying interactions with the people in those relationships. If either of these two ingredients is missing, people will begin to feel anxious, lonely, depressed and unhappy.

Interpersonal relations between a supervisor and his subordinates are placed into three broad categories by Carl Rogers. The first he calls employee contacts, which include casual contacts, training on the job, giving assignments, directions, and other face-to-face meetings directly related to the day-to-day operations of the group. These employee contacts provide the opportunity to (1) treat employees as individuals, (2) create rapport and free expression in employees, (3) motivate employees constructively, and (4) become familiar with individual employee attitudes and values.

A second type of face-to-face meeting with employees occurs in a more formal situation which Rogers calls interviews. These are scheduled meetings that are held in connection with employment, job appraisal, transfers, promotions, or resignations. This type of situation may be more formal than the casual employee contacts made daily with subordinates. It is important that any barriers which may arise because of this formality be eliminated as quickly as possible so that the real attitudes of the subordinate can be expressed openly.

The third face-to-face relations occur in a counseling situation. Often this occurs when a subordinate is in need of advice regarding his job or even some aspect of his personal life. Frequently, the circumstances surrounding this type of meeting may be tense or the result of frustration. This may be the case particularly when a discipline problem must be settled. Regardless of the reason for the counseling session, it is probably wise to hold such meetings privately.
2.1.1 DEVELOPING CO-OPERATIVE RELATIONSHIPS

A relationship will be maintained and will prosper only when it satisfies the participants' needs and expectations. In a mutually helpful relationship, the participants tend to cooperate rather than compete in sharing limited resources or rewards. To develop mutually helpful relationships with others, one should make efforts to cooperate rather than compete in such situations.

According to Anderson, the development of a cooperative relationship is a function of 3 factors.

1. Shareable goal:- The perception that goal is shareable by the parties. In all interdependent relationships, there exists at least one superordinate goal which can be achieved only if the parties cooperate.

2. Perceived power of all parties:- The perception that all parties have power enough to use in a benevolent or a malevolent manner and also have the power to help or hinder goal achievement.

3. Trust:- The present level of trust is a product of experience. The more trusting the parties become, the more likely it is that they will engage in cooperative relationships in future.

2.1.2 MANAGING RELATIONSHIP

Managing is not just about getting the work done but it is also about building trust, long term relationships, and motivating and enthusing employees to give it their best. Any relationship requires a certain amount of attention and maintenance for it endure and thrive.

Managing people is a problematic task. Successful managers and successful managers as leaders do not manage people. They manage their relationships with people. In order to
manage people effectively, one need to manage relationships effectively. Considering the management of relationships rather than the management of people will offer a more flexible way of managing because it gives more things to manage: the manager–employee relationship, the employee–employer relationship, the superior–subordinate relationship and so on. Effective managers manage their relationships with employees rather than trying to manage their employees directly.

Wilmot (1987) is of the view that relationships often involve an interplay between opposing forces. Two of the forces he mentions are autonomy and interdependence. He is of the view that participants in a relationship must balance the opposing needs for independence and interdependence. To manage a relationship over time, the participants need to work out a balance of these forces.

2.1.3 INTERPERSONAL RELATIONSHIP : BASIC CONCEPT

Interpersonal relationship can be defined as an association between two or more people based on emotions like love and liking, regular business interactions or some other type of social commitment. Interpersonal relationships take place in a variety of contexts such as family, friends, marriage, associates, co-workers etc. Interpersonal relationships are social associations, connections or affiliations between two or more people. They vary in differing levels of intimacy and sharing, implying the discovery or establishment of common ground and may be centered on something shared in common.

Interpersonal relations refers to the day-to-day association between various categories of employees at the place of work (Richardson, 1957).

According to Lal Das (1985), Interpersonal Relations refers to “The interaction of people at work, with special emphasis on the fundamental causes of individual and group-
relations”. It is primarily concerned with how people get on together at their work, what difficulties arise between them and what formal and informal arrangements exist for the promotion of the interests of one party without harm to other.

Bowlby (1980) is of the view that interpersonal relationship affect virtually all aspects of our lives, including physical health. Support from others can improve both physical and mental health and well being. He opines that the most crucial component of social support appears to be intimacy and acceptance. Intimate attachments to other human beings are the nucleus around which a persons life evolves, not only when he is a toddler or a school child but throughout his adolescence and his years of maturity as well as his old age. From this intimate attachments, a person draws his strength and enjoyment.

Healthy interpersonal relationships are marked by sincere love, trust, respect, acceptance, rapport, understanding and empathy for each other. It is only in the context of a healthy interpersonal relationship that a person is able to fulfill his psychological needs.

Interpersonal relationship according to Hinde (1997) is a series of interactions between two persons through verbal and non verbal exchanges over a period of time in mutuality.

An interpersonal relationship is the nature of interaction that occurs between two or more people. People in an interpersonal relationship may interact overtly, covertly or face-to-face. Interpersonal relationships occur between people who fill each other’s explicit or implicit physical or emotional needs in some way. One’s interpersonal relationships may occur with friends, family, co-workers, strangers, or clients. Interpersonal relationships exists between any two or more personals who interact and fulfill one or more physical or emotional needs. According to the findings of the Elton Mayo’s Hawthorne researches, a relationship exists between interpersonal relations and other factors such as working
conditions, work satisfaction, job security, wage / salary, welfare facilities, personal factors etc.

Interpersonal relationship is the state of involving strong and frequent interdependence between individuals in many domains of their life. It is a situation in which each person's thoughts, emotions and behaviour influences those who associate with him. People can control their own actions but not much that of the other people. Interdependence in a close relationship reduces this gap as each one tries to shape his or her own behaviour in consideration of the wishes of others.

Mintzberg (1973) observed that all managerial jobs are similar in nature and therefore they could be described by certain common behaviours or roles. He put forward ten managerial roles falling under three categories: (1) interpersonal, (2) informational, and (3) decisional. According to Mintzberg, managers working in different positions could be effective depending on the combination of these ten roles.

Argyle (1987) is of the view that the common element of interpersonal relationship is interdependence, an interpersonal association in which two people consistently and reciprocally influence one another lives from their thoughts and emotions on one another, and if possible regularly engage in joint activities. Interpersonal relationship increase happiness by generating joy, providing help and through shared enjoyable activities. It buffer the effects of stress by increasing self esteem, suppressing negative emotions and providing help to solve problems.

The key to healthy interpersonal relations lies in openness and self sacrifice. The ability to deal effectively with the situations of human interactions varies directly in proportion to how reasonable a stand we take in relation to our dealings with people around us. Interpersonal relationship have many facets. It involve intimacy of association, mutual
influence, adjustment, love and affection, work relations, emotional interdependence, temperamental interaction etc. If it is positive, there would be affection, enjoyment of satisfaction, mutual trust, mutual respect, sincerity, mutual concern and compatibility. If the interpersonal relationship is weak, there would be indifference, hostility, dissatisfaction, and incompatibility.

In an organization, employees shape their interpersonal relationship according to the climate (Litwin and Stringer, 1968). The implications of employees behaviour and work performance depends on how the employees perceive the organizational structure.

When two individuals feel comfortable in each others company and decide to be with each other, they enter into a relationship. A close association between individuals who share common interests and goals is called interpersonal relationship. Individuals who are compatible with each other enter into an interpersonal relationship.

According to Kelley (1983), Interdependence and lasting duration are the key components of interpersonal relationships. The participants develop a relational history. One necessary feature for the development of a relational history is the continuity between successive interactions. In other words, the present interaction between relational participants, is influenced by past interactions and shaped by the anticipation of future interactions.

Interpersonal relationships helps to enhance the performance of organizations. It also foster co-operation among people, so the things that get in the way of highly successful performance – such as conflict, disagreements, confusion and ambiguity, unproductive competition, anger or personal offense are minimized. Creativity and innovation as well as the ability of the system to adapt to change, are substantially higher when positive relationships characterize the workforce. The most important skill in building and
strengthening positive relationships is the ability to communicate with people in a way that enhances feelings of trust, openness and support.

An interpersonal relationship is a mutual filling of needs. When two people have strong needs and each fills the other’s needs, there is a powerful interpersonal relationship. When two people have weak needs and each fills the other’s needs, there is a mild relationship. When either person has strong needs and those needs are not being filled, there is a poor relationship. When either has weak needs and those needs are not being filled, there is a low relationship. Strong interpersonal relationship exist between people who fill many of each other’s emotional and physical needs. For example, a mother may have strong interpersonal relationships with her children, because she provides her child’s shelter, food, love and acceptance.

Mild interpersonal relationships exist when people fill modest needs. For example, if the extent of customer’s relationship with the clerk at the grocery store is that he scans his and the customer give him money, that is a weak interpersonal relationship. Interpersonal relationships occur between people who fill each other’s needs in some way.

The quality of interpersonal relationships is largely affected by the way the parties relate to each other. The way the party relate to another personal reflects his own personality. Some people have a greater desire to maintain close relationships, others are relatively sensitive. But the ability to create, develop and maintain such relationships is not inborn. This ability involves the way a person listens, questions, cares and responds to others. In order to develop a close and binding relationship, parties must expose themselves to each other. So they can really get to know each other. Unless they know each other well, they cannot develop a trusting relationship.
2.1.4 DETERMINANTS OF INTERPERSONAL BEHAVIOUR

The people’s behaviour is to a large extent dependent upon the orientation of their interpersonal relations. To emphasize the importance of interpersonal relations in behaviour development, what an individual learns - that is, how he reacts in life with others is influenced most by the way he is treated by others.

The various determinants of interpersonal behaviour according to Schutz are:

1. **Self Concept**:-

   Interpersonal competence is the heart of social skills required by any manager in any organization. In order to improve interpersonal competence, one must have a fairly accurate idea about one’s self concept. Mankind is unique because only a human being has the capacity for thinking about his or her behaviour and appearance. Each person has an attitude toward himself or herself and this attitude compromises the self or self-concept.

   An individual as a social animal derives his self-concept from his experiences with other human beings. Everyone has hundreds of concepts about himself: who he is, what he stands for, what he values, what he believes and so on. Individuals learn who they are from the ways they are treated by people in their lives. A person’s self concept – who he is, is the centre of his universe, his frame of reference, his personal reality – these form the screen through which he sees, hears, evaluates and understands everything else. It is his own filter on the word around him. self concept is a critical factor in a person’s ability to be an effective communicator with others.

   The self-concept has three aspects – beliefs, feelings and behaviours. The belief component represents the content of the self which is illustrated by such thoughts as “I am intelligent, sociable, sincere, overweight” etc. The feeling component about
one’s self is reflected in feelings of self worth or in general as ‘I am O.K. or I’m not O.K’. The behavioural component is the tendency to act towards one’s self deprecating or self-enhancing manner. One’s self concept is a reflection of one’s past experiences with other person and includes characteristics which distinguish him / her from others.

2. **Interpersonal Needs**:-

People’s behaviour is to a large extend dependent upon the orientation of their interpersonal relations. People need people. The social nature of man gives rise to certain interpersonal needs. Although each individual has different intensities of needs, the people have three basic interpersonal needs in common.

1. **Need for inclusion** – This is the need to maintain a satisfactory relation between the self and others with respect to interaction and belongingness.

2. **Need for control**:- This is the need to maintain a satisfactory relation between the self and others with regard to power and control.

3. **Need for affection**:- This is need to maintain a satisfactory relation between the self and others with regard to love and affection.

William Schutz has given a theory of interpersonal behaviour (1967) which is based on interpersonal needs. The basis for evolving this theory of interpersonal is the individuals fundamental interpersonal relations orientation or to abbreviate FIRO. The basic assumption is that people need people. Schutz maintains that there are three interpersonal needs – inclusion, control and affection – that cause one to establish and maintain relations with others. Individuals differ, however, in the strength of their interpersonal needs. For each interpersonal need, there are two behavioural aspects – expressed and wanted. Expressed behaviour is the behaviour that we initiate towards others, whereas wanted behaviour is the behaviour we want or prefer from others towards us.
This theory of interpersonal relation can be very useful to business organizations in determining the compatibility of members of staff. Majority of the supervisors and managers are not aware of their interpersonal needs. Their needs are unconscious but these influence their behaviour. Understanding the human behaviour helps to manage the organization better.

3. **Interpersonal Attraction:**

   The concept of interpersonal attraction is that people interact more frequently with those who are perceived as confirming their self-concept to the greatest extent. Bonds of attraction form most strongly between those who hold similar views towards things that are important and relevant to both. Also, a person likes others who have the same feeling toward him or her as that person has toward himself or herself. This reinforces one’s self-concept and facilitates interpersonal relations.

**2.1.5 INTERPERSONAL RELATIONSHIP AT WORKPLACE**

An association between individuals working together in the same organization is called interpersonal relationship. An individual spends around seven to eight hours at his workplace and it is practically not possible for him to work all alone. One needs people to talk to and discuss various issues at the workplace. Research says productivity increases manifold when individuals work in groups as compared to an individual working alone.

Interpersonal relationships at work are really important for carrying out the daily processes with effective communication and understanding among employees. In today’s corporate world, there is a need for work to be done as quickly as possible. And for this purpose, working professionals need to have good relations between each other. Healthy professional relations can be maintained by effective workplace communication and teamwork. Interpersonal relationships at work gradually develop with good team participation and
communication with other members. Everything at the office depends on good relationships between employees and the management. Interpersonal relationships at work are absolutely essential, as they help workers to have a mutual understanding between themselves. The main benefit of having interpersonal relationships at work is that they work in a team. And it is a proven fact that if one need to reach a goal or a target, one necessarily have to work together in a team. If there are healthy interpersonal relationships in the team members, they certainly tend to work collectively towards the prescribed goal. Teamwork also contributes a lot to a health work environment. Employees feel good to work if there is a favourable environment at the workplace. If employees have a mutual understanding with each other, there are very less chances of any kind of workplace conflicts. It is also been observed that strong interpersonal relationships at work lead to motivation among employees.

A strong association between individual sharing similar interest and goal is called as interpersonal relationship. It is important to have trustworthy colleagues around at the workplace. Following are the interpersonal skills an individual needs to inculcate for a healthy relationship with co workers according to MC Connel, Charles.

1. Stay positive at workplace
2. Do not always find mistakes in others
3. Respect colleagues. It is unprofessional to misbehave with fellow workers. An employee must behave in an acceptable way at the workplace.
4. Maintain the decorum of the workplace.
5. Being rude to fellow workers spoils the relationship among employees. The way one behave speaks a lot about one’s education, upbringing and family background.
6. Be polite to everyone irrespective of his/her designation and income.
7. An individual needs to have effective communication skills (both oral as well as written) for a healthy interpersonal relationship at workplace. One must be careful
about the pitch and tone of his voice. Never be too loud or too soft. Being loud sometimes is considered rude and being too soft signifies lack of interest in the other person.

8. Be cheerful at the workplace. Smile more often. It works.

9. Make one’s fellow workers feel important.

10. The good work of employees must be acknowledged and appreciated in front of all. Being jealous does not help and in turn spoils the relationship with the fellow workers.

11. Stand by one’s colleagues at the times of crisis. Lend a sympathetic ear to their troubles and help them whenever required.

12. Being trustworthy helps to gain confidence of fellow workers.

13. Be a little more understanding and compromising to avoid unnecessary conflicts at the workplace.

2.1.6 DEVELOPING INTERPERSONAL RELATIONS

Interpersonal relationships are dynamic systems that change continuously during their existence. Like living organisms, relationships have a beginning, a lifespan, and an end. They tend to grow and improve gradually, as people get to know each other and become closer emotionally, or they gradually deteriorate as people drift apart and form new relationships with others. One of the most influential models of relationship development was proposed by psychologists, George Levinger. According to George Levinger, the natural development of a relationship follows five stages:

1. **Acquaintance** – Become acquainted depends on previous relationships, physical proximity, first impressions, and a variety of other factors. If two people begin to like
each other, continued interactions may lead to the next stage, but acquaintance can continue indefinitely.

2. **Buildup** – During this stage, people begin to trust and care about each other. The need for compatibility goals will influence whether or not interaction continues.

3. **Continuation** – This stage follows a mutual commitment to a long term relationship. It is generally a long, relative stable period. Nevertheless, continued growth and development will occur during this time. Mutual trust is important for sustaining the relationship.

4. **Deterioration** – Not all relationships deteriorate, but those that do, tend to show signs of trouble. Boredom, resentment, and dissatisfaction may occur, and individuals may communicate less and avoid self-disclosure.

5. **Termination** – The final stage makes the end of the relationship, either by death in the case of a healthy relationship, or by separation.

A relationship will be maintained and will prosper only when it satisfies the participants needs and expectations. In a mutually helpful tend to cooperate rather than compete in sharing limited resources or rewards. To develop mutually helpful relationships with others, one should make efforts to cooperate rather than compete in such situations.

The development of successful working relationships takes time. No one can cultivate such a relationship with another person without going through a long arduous process that usually takes months or years to develop. According to Gabarro, the development of interpersonal relationship involves 4 stages such as

1. **Forming first impressions**
2. **Developing mutual expectations**
3. **Honouring psychological contracts**
4. **Developing trust and influence**

1. **Forming first impressions**: First impressions are lasting impressions. First impressions are lasting because they influence the way in which people see subsequent data about the perceived object or person. Initial impressions do not guarantee long term relationships but they are essential for entering into enduring relationship with others.

2. **Developing mutual expectations**: When people are mutually impressed, they are more likely to enter into a long term relationship. In organizations, managers may expect new employees to be competent, productive, reliable and loyal and to conform to organizational norms. New employees, on the other hand, expect their superiors to be fair, supportive and considerate of their needs. A set of mutual expectations that is worked out and understood by the parties is called a psychological contract; it governs the relationships between them in day-to-day interactions and serves as the basis for evaluating the quality of the relationship.

3. **Honouring Psychological Contract**: An effective interpersonal relationship cannot develop and maintained unless the participants are willing to honour their psychological contracts. Each party expects the other to be faithful in the relationship not to take arbitrary actions and to be honest with him or her.

4. **Developing Trust and Influence**: The result of meeting the psychological contract is an increased level of trust and influence. When the parties to the contract are able to meet their mutual expectations, the relationship produces mutual trust and favorable sentiment. The increased level of influence enhances each party’s ability to affect the behaviour and thinking of the other. The persons effectiveness is increased when the task requires a high degree of interaction with other people.
According to Gabarro, the development of Interpersonal relationship occurs in the following sequences.

1. The initial contact produces a set of impressions and attitudes in each towards the other. A favourable mutual impression is needed to develop a long term relationship.

2. A positive impression opens the door for a long term working relationship. When this occurs, the interacting parties develop a set of mutually agreeable expectations regarding their roles, performance and relationships.

3. The interacting parties make continuous attempts to meet each other’s expectations. Failure to carry out this psychological contract will probably terminate the relationship.

4. Mutual trust and influence develop as a result of meeting the psychological contract and these ensure the continuation of the relationship.

Schultz (The Interpersonal World, 1966) maintains that there are three interpersonal needs, (i) inclusion – the need for interaction and association, (ii) control-the need for authority and power, and (iii) affection. The developing of successful inter-personal relations in the context of organizational goals is a challenging task and a slow process. It requires a deep psychological understanding of oneself as well as of others, with whom one comes into contact in various organizational capacities. In India, since most of the positions especially in the public sector and public c administration are occupied by virtue of merely the academic, professional and seniority qualifications, without any regard for proficiency in interpersonal relations. Those managers who understand the socio-psychological make up of their colleagues prove to be very successful managers and get most of the work done through them in spite of other hurdles. However, with the best of organizations, managers lacking in understanding of interpersonal relations are not able even to handle routine organizational
functions. That is why we define the manager or a leader as a person who does not do the things himself but get the things done by through others.

Spencer and Spencer (2008), explained Interpersonal Understanding in the context of competency model of managers, appears most often as

- Understanding the attitudes, interests, needs and perspectives of others.
- Interpreting non-verbal behaviours, understanding the moods and feelings of others.
- Knowing what motivates others.
- Understanding both the strengths and limitations of others.
- Understanding the reasons for others’ behaviour.

Thus, awareness of differences in interpersonal needs can help the HR managers to enhance their relationships.

2.1.7 IMPROVING INTERPERSONAL RELATIONSHIP

The quality of interpersonal relationship is largely affected by the way the parties relate to each other. The ability to create, develop and maintain such relationships is not inborn. This ability involves the way a person listens, questions, cares and responds to others. In order to develop a close and binding relationship, parties must expose themselves to each other so they can really get to know each other.

According to Berscheid, interpersonal relationship can be buildup in an institution by the following methods.

1. Understanding the other person
2. Meeting expectations
3. Giving importance to little things
4. Maintenance to integrity
5. Honouring the promises
6. Apologizing sincerely
7. Stop thinking about the weaknesses of other person
8. Make conscious to build relationships
9. Promote your likability
10. One-to-one interaction is most important
11. Go out of the way to help others

2.1.8 INTERPERSONAL COMPETENCE: CONCEPT AND ITS RELEVANCE

The concept of competency has become a buzz word not only among Human Resource practitioners but to the management echelons as well. Competency can be defined as the sum total of skills, knowledge and attitudes manifested in the employees’ behaviour. It is the ‘means’ to achieve the ‘ends’.

Competence describe what people need to be able to do a job well. Competences are concerned with effect rather than effort, with output rather than input.

Competence refers to the extent to which the trustee has the skill and resources needed to perform tasks and may be an essential element in determining trust (Butler, 1991; Butler and Cantrell, 1984; Sitkin and Roth, 1993)

The dictionary (Oxford) meaning of “competence” is the ability of the state of being competence (“competent” meaning adequately qualified or capable). According to Rowe (1995), “competence” means a skill and the standard of performance while “competency” refers to behaviour by which it was achieved. Thus, competence describes what people do and competency describes how people do it.
Spencer and Spencer (2008) defined competency as “an underlying characteristic of an individual that is casually related to criterion-referenced effective or superior performance in a job”.

Competencies represent the experience, skills and behaviours required to perform effectively in a given job, role or situation. They are what a person has; i.e. a characteristic, motive, trait, skill, aspect of one’s self – image, or body of knowledge which he or she uses.

Interpersonal competence is a part of behavioural competencies refers to the degree to which one is accurately aware of one's impact on others and of the impact of others on himself.

It is one's own ability to engage in any mutually helpful relationships. It enables one to achieve one’s personal goals as well as task goals in the organizations where he is a member.

Besides superiors, subordinates and colleagues, one has to interact with a lot of other people such as consumers, suppliers, people from regulatory agencies, general public etc. Interactions with different interest groups demand different types of specific skills and competencies. Possession and understanding of these skills may not guarantee successful human relations, but it can increase ones interpersonal sensitivity and help to take appropriate action to improve relationships.

Interpersonal competence is considered to be vital for the organization's success. Interpersonal competence means being able to maintain effective interpersonal relationships. In other words it is one's ability to engage in any mutually helpful relationships. Interpersonal competence refers to the degree to which one is accurately aware of one’s impact on others and of the impact of others on him. It enables one to achieve personal goals as well as task
goals in the organizations. It is the ability to assess the interpersonal effectiveness in different types of relationships and contexts.

According to both Klemp and Boyatzis, competency is an underlying characteristic of a person resulting in superior performance in job. Lyle. M. Spencer and Signe M. Spencer defined competencies as “the combination of underlying attributes, skills, traits, knowledge and motives of a person which have been casually related to superior performance in a job.”

The quality of interpersonal relationships is largely affected by the way the parties relate to each other. The way the party relate to another person reflects his own personality. Some people have a greater desire to maintain close relationships, others are relatively sensitive. But the ability to create, develop and maintain such relationships is not inborn. This ability involves the way a person listens, questions, cares and responds to others. In order to develop a close and binding relationship, parties must expose themselves to each other. So they can really get to know each other. Unless they know each other well, they cannot develop a trusting relationship.

2.1.9 ESSENTIAL INTERPERSONAL COMPETENCIES FOR MANAGERS

Managing of human resources becomes of paramount importance in management of an enterprise. Managers needs to have various interpersonal competencies if they are to be successful. Alberta Learning Information Service ‘Marketing your Soft skills’ has identified the essential interpersonal competencies required for managers are as;

1. **Self Awareness:** Managers should have a clear awareness about their own strengths and weaknesses. If the managers are aware of their own weaknesses, it can serve as the first step in overcoming them.
2. Control:- The ability to control is an important factor in interpersonal skills. Managers should be aware of whether they are able to maintain adequate control in the organization. There may be times when they feel they are losing control over various situations in the organization. In such cases it is important for them to realize that it is time to improve their interpersonal and leadership abilities.

3. Motivation:- Motivation encompasses optimism and determination. For any situation, it is possible to take either a pessimistic view or an optimistic view. The optimism exhibited by managers trickles down to the subordinates and motivates them to better performance. If the manager does not exhibit optimism, it will have an adverse impact on the performance of employees in the organization. Determination is another important aspect of motivation. Managers should exhibit determination to steer the organization toward success, irrespective of the situation.

4. Acknowledging the interests of subordinates:- Managers should have an understanding of the interests of subordinates in all matters relating to the organization. This will enable them to identify if any conflict of interest exist between them and the subordinates and to handle the situation effectively in case it does exist.

5. Communication skills:- Communication is an important component of interpersonal skills and managers have to communicate effectively in a way that is suitable for each situation. Managers should be able to adapt their communication style suitable while communicating with subordinates and to ensure that effective communication takes place.

2.2. HUMAN RELATIONS: ITS SIGNIFICANCE IN THE PRESENT INDUSTRIAL SCENARIO

Human relations in industry is not the study of human behaviour for its own sake. The underlying purpose and function of human relations is to help achieve better and more satisfying results from group effort. The accomplishment of this end is no simple matter.
Myriad social, psychological organizational, and physical factors complicate the integration and motivation of persons in groups. To establish human relations, many factors are to be remembered as one’s ability, efficiency, conduct, capability etc are not found equally in all persons. Hence they cannot be behaved similarly. Every enterprise is a small society in itself, hence its nature is social.

In the words of Mac Farland, “Human relations is the study and practice of utilizing human resources through knowledge and understanding of the activities, attitudes, sentiments and inter-relationship of people at work. In the broadest sense, “human relations refer to the interaction of people in all walks of life.” Human relations is an integrated body of knowledge composed of several elements from various disciplines. Human Relations is not obliging someone or fulfilling ones demands. It advocates treating human beings as human beings and not like machines or materials. It is the magic policy of not demanding respect authoritatively but an instance of how people spontaneously respect those who respect them.

Since the employees do not work in isolation, but in the company of others, the managers manage them as a group and not as one individual. To integrate this effort and increase their contribution to the attainment of organization goals, it is important that the managers be adept in understanding and maintaining human relations.

Human relations broadly applies to the interactions and cooperation of people in groups and because these groups can be formed and function in many aspects of life –at home, with family, in school, with classmates and teachers, in social, religious, military, and governmental endeavours; in neighborhoods and communities facing critical social problems, and in job situations where production depends on group effort – human relations is difficult to define narrowly.
Human relations places emphasis on human beings and their behaviour toward others as opposed to man’s relationship to economic factors, technology, or organizational structure. However, the practice of human relation is affected by the economic condition of the firm, the degree of automation, and the firm’s organizational structure.

Human relations deals with people. A person’s perspective of human relations can be influenced greatly by his viewpoint, experience, and position in a group. If a person is successful in his social relations, he tends to believe that his “human relations” practices are effective; therefore, he feels little motivation to change either his behaviour or his perspective. On the other hand, if a person has not experienced success or satisfaction in dealing with others, he may believe that the fault lies outside himself. This may be true, but often such an attitude is rationalization. Each person who contributes to a successful group effort must be responsible for his own behaviour.

According to Fred Carvell, the practice of human relations will be reflected in the quality of the interpersonal relations among organizational members. This is indicated by the willingness of line and staff personnel, superiors and subordinates, and members of different organizational units to collaborate in seeking the solutions to mutual human and operational problems. Conflicts are bound to emerge between organizational members, so the practice of human relations should not be equated with an absence of conflict. On the contrary, the purpose of human relations is not to eliminate difference of opinion between organizational members; it is to help them resolve such differences in a constructive manner which will not discourage individuals from offering their viewpoint on the myriad open-ended questions which must be faced every day in a dynamic industrial world.

According to Shookla, the quality of human relations in any organization reflects its members. Understanding of nature of man by the members of the organization, particularly
its leaders makes a lot of difference in the system of social control, whether those involved in management view man as good or evil.

2.3. IMPORTANCE OF INTERPERSONAL RELATIONSHIP IN ORGANISATIONAL EFFECTIVENESS AND ITS VARIOUS ASPECTS

Positive interpersonal relationships are a key to create positive energy in peoples lives. The effects of positive relationships are much stronger and more long lasting than just making people happy or uplifted. When employees are able to build relationships that are positive and that create energy, important physiological, emotional, intellectual consequences result. Interpersonal relationships also help employees perform better in tasks and at work. It also helps them to feel safe and secure, so employees are more able to concentrate on the tasks at hand. They are less distracted by feelings of anxiety, frustration, or uncertainty that accompany almost all relationships that are non positive. The amount of information exchange, participation and commitment with other people is significantly higher when relationships are positive, so productivity and success at work are also markedly by higher.

Interpersonal relationships helps to enhance the performance of organizations. It also foster co-operation among people, so the things that get in the way of highly successful performance – such as conflict, disagreements, confusion and ambiguity, unproductive competition, anger or personal offense are minimized. Creativity and innovation as well as the ability of the system to adapt to change, are substantially higher when positive relationships characterize the workforce. The most important skill in building and strengthening positive relationships is the ability to communicate with people in a way that enhances feelings of trust, openness and support.
The US President, Ronald Reagan advised practicing managers (Fortune, September 15, 1986): “Surround yourself with the best people you can find, delegate authority and don’t interfere”. In locating such individuals one should understand that each individual is unique with different instincts, emotions and sentiments and, therefore, he has different potentiality. Therefore, there is a need for recognizing, understanding, appreciating and nurturing subordinates talents rather than merely condemning them resulting into individual and organizational inefficiency. The leaders can make all the colleagues OK, provided they are properly understood and directed.

It is true that production and profits are necessary for the survival of the organization but that these objectives are attained though human endeavour as well as through mechanical process. If a manager’s responsibility is to obtain results through other people, he must know as much about people his personality, attitudes, values and perceptions, as long as a manager must obtain results through other people, he will ultimately have to rely on interpersonal relations with his subordinates and fellow workers. Various aspects such as bond creation, employer-employee relationship, organizational climate, interpersonal skills, behavioural aspects of employees, emotional intelligence, motivational aspects, communication skills, HRDM practice, conflict management and organizational effectiveness are taken in to consideration for analyzing the interpersonal relations and competence. Human Resource Development, Organisational climate, human relations, productivity, workplace environment, job satisfaction, interpersonal behaviour, leadership styles, motivational aspects, interpersonal communication, interpersonal skills, interpersonal conflicts and Emotional Intelligence are discussed briefly in this chapter to know the theoretical aspects of Interpersonal relations.
2.3.1 HUMAN RESOURCE DEVELOPMENT (HRD) / HRDM

Human Resource management has merged as the most important area in any organization – corporate or otherwise, which is basic to the performance, output and results. Effectively managing human resources is the key to success in any organization and such management is crucial in a fast changing business environment. Empowering men to built up competencies and skills to meet demand of today’s industry is the basic Human Resource challenge.

Billimoria, an HRD practiser argued that excellence is only reached by those organizations concentrate mainly on large number of average workers, by training them, motivating them and making them associated with or participate in management processes. What managers expect of their subordinates and the way they treat them largely determine their performance and career progress. To achieve competitiveness, a forward looking, dynamic and challenging environment is a sine qua non.

In any public enterprise, Human Resource Management is of great significance as it implied identification of training needs of the manpower from time to time and taking action towards all round development of the human resource with a view to help the Enterprise to achieve its pre-determined goals on the basis of efficient working of its trained and motivated manpower. Any policy regarding the development of the human resources with a view to help the Enterprise to achieve its pre-determined goals on the basis of efficient working of its trained and motivated manpower. HRM is equally found necessary to enable an enterprise to train or re-train its manpower for necessary adjustment or readjustment to match with its manpower requirements.

Effective utilization of Human Resources is one of the most important factors for the efficient and profitable functioning of an organization. It has special significance in the
management of Public Sector Enterprises. Public Sector Enterprises employ a large number of workforce in different disciplines and the successful operation of these enterprises to a large extent depends on the skills and capabilities of workforce. Due to globalization, liberalization, privatization and advancement in technology, communications etc. there have been widespread changes in the financial and production management methods, techniques and technologies etc which necessitated improvement in every sphere of Public Sector activities including quality of manpower. Thus HRD is considered to be one of the most important inputs for the Public Sector Performance.

Udai Pareek and Rao (1992) were among the pioneers who introduced the human resource development (HRD) concept in India and they are of the view that systematic attention to human resources was the only way to increase organizational effectiveness.

In India personnel management has been of comparatively late growth, and has only developed on a wide scale since independence. Government legislation has played a vital role in the evolution of personnel management / HRM in India. The other reasons would be business acumen, economic conditions, social set up that have also contributed in shaping personnel practices (Balasubramanian 1995).

Venkata Ratnam and Srivastava (1991) traced the evolution of personnel management in India in five phases. The beginning phase was from 1920s to 1930s. During this period the status of the department was predominantly clerical and the activities were confined to statutory welfare, and paternalistic welfare programmes. During the second stage (1940s to 1960s), the personnel profession struggled for recognition, emphasizing on introducing techniques. In the third stage from 1970s to 1980s the profession has made attempts to impress with sophistication, emphasizing on regularity conformance, and imposing standards on other functions. The period of 1990s was the promising phase of personnel profession in
India with a philosophical outlook, emphasizing on human values, and productivity through people. Budhwar (2009) adds that 2000 onward is a period of rationalization in which the outlook is strategic with emphasis on organizational performance. Over a period of time the role of personnel/HR has been elevated from clerical to administrative, administrative to managerial, managerial to executive, and executive to strategic partner (Venkata Ratnam and Srivastava 1991, Budhwar 2009).

Leenu and Lakhwinder (2011) found that all HR practices lead to organizational commitment. For instance, career development and supervisory support have been found correlated significantly with some forms of commitment but did not emerge as a significant predictors of any form of commitment.

The industrial world is becoming more and more competitive and globalized day by day. In order to remain in business, the organizations are trying to compete in this globalized and informationalized world. Besides interventions like restructuring, diversification, technology acquisition and innovations, it has been observed that eventually much of the results depend upon the human inputs. No matter how sophisticated an organization’s plan, strategy and technology, the human factor inevitably is the key to success. It has been well recognized that the desired goals and objectives of an organization cannot be achieved if the people do not want to perform. Thus, the human resources proved to be one of the great contributors to organizational excellence.

Managers in the organizations must recognize their employees as resourceful and valuable human beings with emotions, beliefs, values and sentiments rather than treating them only as economic entities. At the same time, managers should keep their workforce satisfied, as a satisfied workforce tends to be more productive and have low intent to quit. This all could be achieved through appropriate human resource policies, like fair pay,
challenging jobs, training and development programmes, better communication, leadership opportunities, participative management and, above all, rewards for better performers.

Human resource management means that people are resource and the resource if treated with human touch could yield richer returns. An organization cannot expect result without the efforts and dedication of its employees.

The management of human resources play a key role in opening up new opportunities for increasing productivity and promoting both individual and organizational growth.

Recent researches in behavioural sciences and on the quixotic experiments and experiences in our country have shown that it is the management of human resources which plays a key role in opening up new opportunities for increasing productivity and promoting the growth of the enterprise.

2.3.2 ORGANIZATIONAL CLIMATE / CULTURE; THE PERSONALITY OF AN ORGANIZATION

Every organization have a culture of its own which is exactly different from other organizations, be it a service organization or a manufacturing organization, Private or Public. Every organization has some characteristics which are common with any other organization. At the same time, each organization has its unique set of characteristics and properties. This psychological structure of organization is usually referred to as organizational culture.

It is totality of the character of its employees, the organization vision, mission, goal and its social objectives. Organizational climate is relatively enduring quality of the internal environment that is experienced by the members, influences their behaviour, and can be described in terms of values of a particular set of characteristics of the organization (Renato Tagiuri 1968).
Organizational climate is the set of characteristics that describe an organization and that a) distinguish one organization from other organizations; b) are relatively enduring over time and c) influence the behaviour of the people in the organization (Forehand and Gilmer, 1964).

Organizational culture is a relatively uniform perception held of the organization, it has common characteristics, it is descriptive, it can distinguish one organization from another and it integrates individual, group and organization system variables (Stephen P Robbins 1986). Just as an individual has personality – a set of relatively stable traits – so does an organization. Each organization has a culture that influences the behaviour of employees towards clients, competitors, colleagues, supervisors, subordinates, and strangers.

Also each employee working in a particular organization have a unique character, behaviour which is exactly different from his colleagues. The various determinants of organizational climate according to Taguiri are as follows.

1. Economic condition of the organization.
2. Leadership style prevailed in the organization.
3. Specific organizational policies of the organization.
4. Managerial values held by the organization.
5. The design or structure of the organization.
6. Personal characteristics of the members of an organization
7. Organizational size.

Organizational culture or climate is determined by a variety of internal and external factors where internal factors are specific to the organization while external factors refer to a number of societal forces.
Organizational climate will reflect the degree to which employees are encouraged to participate in those affairs which have a direct effect on them. Also, organizational climate is reflected in the methods used to motivate employees, the methods used to motivate employees, the methods of leadership encouraged in supervisors, and the quality of one-the-job relationships fostered between different echelons of management and rank-and-file employees. Thus, the implementation of human relations is closely related to the way company policies are administered as well as the way they are formulated.

2.3.3 ELEMENTS OF HUMAN RESOURCE DEVELOPMENT CLIMATE

HRD climate is characterized by the tendencies such as treating employees as the most important resources, perceiving that developing employees, is the job of every manager, believing in the capability of employees, communicating openly, encouraging risk taking and experimentation, making efforts to help employees recognize their strengths and weaknesses, creating a general climate of trust, collaboration and autonomy, supportive personnel policies, and supportive HRD practices. An optimal level of development climate is essential for facilitating HRD activities (Rao, T.V. and E. Abraham, 1986)

A healthy HRD climate certainly bolsters the overall internal environment of the organization, fosters employee commitment, involvement and satisfaction with the job.

The elements of HRD climate can be grouped into three broad categories;

(1) General climate

(2) HRD (OCTAPACE) culture, and

(3) Human Resource Development mechanisms.
To begin with, the general climate items focus on the importance given to human resources development by the top management and line managers, in general. The OCTAPACE items deal with the extent to which Openness, Confrontation, Trust, Autonomy, Pro-activity, Authenticity collaboration and Experimentation are valued and promoted in the organization. The items dealing with human resource development mechanisms measure the extent to which human resource development mechanisms are implemented seriously.

**HRD (OCTAPACE) Culture deals with the following items.**

**OPENNESS:**

Openness can be defined as a spontaneous expression of feelings and thoughts, and the sharing of these without defensiveness. Openness means receiving without reservation, and taking steps to encourage more feedback and suggestions from customers, colleagues and others. Similarly, it means giving without hesitation, ideas, information, feedback, feelings, etc. Openness may also mean spatial openness, in terms of accessibility. This willingness to share and this openness results in greater clarity of objectives and free interaction among people. As a result of openness, there should be more unbiased performance feedback. Indicators of openness in an organization will be productive meetings and improved implementation of systems and innovations.

**CONFRONTATION:**

Confrontation can be defined as facing rather than shying away from problems. It also implies deeper analysis of interpersonal problems. The outcome of confrontation will be better role clarity, improved problem solving, and willingness to deal with problems and with ‘difficult’ employees and customers.
TRUST:

Trust is an extremely important ingredient in the institution building processes. The outcome of trust includes higher empathy, timely support, reduced stress, reduction and simplification of forms and procedures. Such simplification is an indicator of trust and of reduced paper work, effective delegation and higher productivity.

AUTHENTICITY:

Authenticity is the congruence between what one feels, says and does. It is reflected in owning up one’s mistakes, and in unreserved sharing of feelings. Authenticity is closer to openness. The outcome of authenticity in an organization is reduced distortion in communication.

PROACTIVITY:

Pro-action means, taking the initiative, preplanning, and taking preventive action, and calculating the payoffs of an alternative course, before taking the action. Pro-activity gives initiative to the person to start a new process or set a new pattern of behaviour.

AUTONOMY:

Autonomy is using and giving freedom to plan, act in one’s own sphere. It means respecting and encouraging individual and role autonomy. It develops mutual respect and is likely to result in willingness to take on responsibility, individual initiative, better succession planning.

COLLABORATION:

Collaboration is giving help to, and asking for help from, others. It means working together (individuals and groups) to solve problems and team spirit. The outcome of
collaboration includes timely help, team work, sharing of experiences, improved communication and improved resource sharing.

**EXPERIMENTING:**

Experimenting means, using and encouraging innovative approaches to solve problems; using feedback for improving, taking a fresh look at hinges, and encouraging creativity.

The conventional implication with which the term ‘climate’ has been used in literature is ‘Organizational Climate’. The concept of climate with specific reference to the human resource development context, i.e. human resource development climate, has been introduced by Rao (1996).

N. Chandraselhara Pillai (1983) has done research on “Recruitment and Training of Managers in the Public Sector Concerns in Kerala”. The principal purpose of the study was to investigate the salient features of the Human Resource Development (HRD) system that are available in the various public sector units in Kerala State and to make significant comparison with the practices prevailing in the private enterprises, and in the government system.

The major findings of the study were lack of professionalism in managing public sector concerns in Kerala and modern methods and style of management are also conspicuous by their absence. This study points out the absence of the kind of relationship that exists between the type of management and the stage of economic growth. This study reveals that appointment of key personnel were done by or to a considerable extent influenced by government. Also found deficiency of training system in most of the units.
The business organizations are attaching great importance to human resource, because human resources are the biggest source of competitive advantage and have the capability of converting all the other resources into product/service. The effective performance of this human resource depends on the type of HRD climate that prevails in the organization, if it is good then the employee’s performance will be high but if it is average or poor, then the performance will be low.

Undoubtedly any organization’s success depends on the efficiency with which they manage their resources. Over the decades, the organizations have realized the importance of managing their most crucial resource, that can think on their own, and has emotions and feelings. Many researchers have identified the interrelationship between productivity of the employee and organization. Among the various reasons for employee productivity; one may be the perception of the employees on how the organization is and what the organization values and believes. This may be summed up as the organization climate which deals with the perception of the employees towards the policies, procedures and practices of the organization.

The essence of the HRD climate can be well gauged from the amount of importance that is given to the development of OCTAPACE culture in the organization. The term has been coined by professor T.V. Rao of IIMA. The OCTAPACE items characterized by the occurrence of openness, confrontation, trust, authenticity, pro-activity, autonomy, collaboration and experimentation are valued and promoted in the organizations.

The relationship of HRD climate with organizational level outcomes has gained importance as a research issue. A study showed a significant and positive relationship between HRD climate, organizational effectiveness and productivity. Agarwala (2006), Priyadarshini and Venkatapathy (2002) in their study found that, the HRD practices in banks
have a strong influence on their performance and that top performing banks have a higher degree of innovative HRD practices in their organizations. HRD climate affects the performance of individuals and organizations following higher satisfaction level achieved by its members on job related issues. Ahuja (2002). Mufeed (2006) found positive relationship between HRD climate and job satisfaction and attitude towards work and role efficacy, which again shows that HRD climate, has a definite impact on these factors. Pillai (2008) found that the dimensions of HRD climate were positively related to organizational commitment. There are many studies which show that HRD has got direct linkage to productivity and organizational effectiveness. HRD Climate is a significant predictor of Organizational commitment (Saxena, 2006). Ultimately, it is suggested that the organizations may introduce fair employee welfare programmes and reward systems to improve employee satisfaction levels and subsequently to gain advantage from the satisfied workers to increase productivity. Thus, it can be said that HRD climate of an Organization is a key element in organizational effectiveness.

2.3.4 WORKPLACE ENVIRONMENT: A MOTIVATING FACTOR

Environment plays a definite and significant role in the formation of behavioural patterns. Family, neighbourhood, society, educational institutions, training programmes and our day to day interactions with people all seem to be playing their part in shaping behaviour. Tolerance and respect for the other person is the basis of good relations.

Workplace environment plays a vital role in motivating employees to perform their assigned task. Since money is not a sufficient motivator in encouraging the workplace performance required in today’s competitive business environment. The workplace environment impacts employee morale and productivity – both positively and negatively. Creating a work environment in which satisfied and motivated employees are essential for the
organizational effectiveness, and increased productivity and increased growth. It is the quality of the employees’ workplace environment that most impacts on their level of motivation and subsequent performance.

In today’s competitive business environment, organizations can no longer afford to waste the potential of their workforce. There are key factors in the employee’s workplace environment that impact greatly on their level of motivation and performance. The workplace environment that is set in place impacts employee morale and productivity. It is not just coincidence that new programs addressing lifestyle changes, work/life balance, health and fitness – previously not considered key benefits – are now primary considerations of potential employees, and common practices among the most admired companies. In an effort to motivate workers, firms have implemented a number of practices such as performance based pay, employment security agreements, practices to help balance work and family, as well as various forms of information sharing.

The management must take an active role in not only defining the physical environment of the workplace and making it conducive for workers but also alter the management style to suit the employees. This refers to changing aspects like ethics, behaviour, commitment, professionalism, drive and interpersonal relations in employees for the better.

Creating a work environment in which employees are productive is essential to increased profits for organization, corporation or small business. It is the quality of the employee’s workplace environment that most impacts on their level of motivation and subsequent performance. How well they engage with the organization, especially with their immediate environment, influences to a great extent their error rate, level of innovation and collaboration with other employees, absenteeism and ultimately, how long they stay in the
job. Many studies have revealed that most employees leave their organization because of the relationship with their immediate supervisor or manager.

Research on behalf by the architects, Gensler (2005) of 200 UK business managers supports the contention that an improved workplace would increase employee productivity by 19 per cent and their own productivity by 17 per cent. These improvements have huge implications for the economy as a whole if proven. The research was followed up by Gensler (2006) in a survey of 2,000 office workers in the USA which found that 90 per cent of the survey respondents believed that better workplace design and layout result in better overall employee performance.

Workplace environment plays a vital role in motivating employee to perform their assigned work. Since money is not a sufficient motivator in encouraging the workplace performance required in today’s competitive business environment. Skills required include the ability to engage employees in mutual goal setting, clarify role expectations and provide regular performance back. Paramount here is to maintain effective Interpersonal relationships that helps to achieve organization performance.

Rao and Abraham (2001) viewed that the development of people starts only when there is meaningful interaction between them. Thus the process starts with creating a favourable climate to enable people to work together. The climate of an organization is comprised of traditions, values, habits and interpersonal relations at work.

2.3.5 MOTIVATION IN WORKPLACE

“No person will make a great business who wants to do it all himself or get all the credit.”- Andrew Carnegie. Motivation is present in every life function. A common place that we see the need to apply motivation is in the work place. In the work force, we can see
motivation play a key role in organisation’s success. While the most obvious incentive for increasing employee productivity is often thought to be based on salary and promotions, this is not always the case. In fact, recent thought on the true nature of optional human resources has concluded that salary has to be done with motivation than do other important factors. In addition, a motivating work environment must be the one in which employees are treated fairly. Motivation is of interest in the work environment because it influences work performance and productivity.


It is important to recognize that individuals are motivated differently and quite often it is complex to know what motivates employees. Most managers do not know what motivates their employees because they do not realize that individuals in the organization have unique motives for working (Hiam, 2003). Therefore, communication is needed on a continuous basis in order to know what motivates employees (Glen 2006).

Motivation is an imperative matter in most organizations as it is a vital factor in getting employees to increase performance (Buitendach and De Witte 2005).

According to A.H. Maslow, a satisfied need does not motivate. Man is seen as satisfying in ascending order the needs for hunger in an extended sense, safety, social affection, esteem, and finally self-actualization or self-fulfillment.

McGregor stating that if employees are lazy, indolent, avoiding responsibility, uncooperative, and needing external threats to do their work, they behave so due to traditional
method of organization and control. As per Chris Argyris, mutual understanding, trust, self-esteem, openness, and internal commitment can be improved in industrial settings. Man is seen by the behavioural scientist as responding to the influences of his organizational environments.

Motivation is a kind of force which energizes people to achieve some common goals. Every organization either public or private is a goal oriented and all efforts are geared towards the successful attainment of their goals and objectives. It has been argued that unless individual employees are motivated to make efficient use of the potentials found among them during the employment process, they may not achieve the level of performance that is desired from then (Rothberg, 2005).

2.3.6 JOB SATISFACTION

Job satisfaction is one of the most researched topics in the field of organizational behaviour. It is viewed as a positive emotional response to a job situation resulting from what the employee wants and values from the job (Olser, 1993; Locke, 1976). Luthans (1992) defined job satisfaction as a result of the employees’ expectation of how well their job provides those things which are viewed as important. Employees’ satisfaction from their jobs is highly significant for the effective functioning of any organization. It plays a key role in influencing the attendance of workers, their productivity, work motivation, morale and the overall industrial relations (Scarpello and Campbell, 1983; Srivastava and Roy, 1996; Rajgopal, 1965; Newstorm and davis, 1998; Vroom, 1964). Thus, the understanding of the job satisfaction level of the workers is essential in order to motivate them for better performance.

Job satisfaction or dissatisfaction is a function of the perceived relationship between what one expects and obtain from one’s job and how much importance or value he attributes
to it (Mobley and Locke, 1970). The study of job satisfaction is important, since job-related attitudes predispose an employee to behave in certain ways.

Job satisfaction is one of the most researched topics in the field of organizational behaviour. It is viewed as a positive emotional response to a job situation resulting from what the employees wants and values from the job. Employees satisfaction from their jobs is highly significant for the effective functioning of any organization. It plays a key role in influencing the attendance of workers, their productivity, work motivation and the overall organizational effectiveness.

The term “Job Satisfaction” was first described by Hoppock (1935) who observed that Job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to say “I am satisfied with my job”.

Blum and Naylor (1968) expresses the view that job satisfaction is the result of various attitudes possessed by an employee. These attitudes are related to the job and concerned with such specific factors as wages, supervision, steadiness of employment opportunities for advancement, recognition of ability, conditions of work, fair evaluation of work, social relations on the job, proper settlement of grievances, fair treatment of the employee and other similar items.

Mintzberg (1990) viewed that managerial work involves interpersonal, informational and decisional roles and these roles require peer relationships, carrying out negotiations, motivating subordinates, resolving conflicts, establishing information networks, making decisions with little or ambiguous information, and allocating resources. Thus a manager has to wear many hats at the same time. He is not only responsible for his own performance but as he rises in the hierarchy, for his entire team as well.
Saiyadain (2007) who defines job satisfaction as the end state of feeling, the feeling that is experienced after a task is accomplished. This feeling could be negative or positive depending on the outcome of the task undertaken.

Chopra and Khan (2010) states that job satisfaction is a complex and multifaceted concept which can mean different things to different people. The link between job satisfaction and performance may prove to be a spurious relationship, instead, both satisfaction and performance are the result of personality. Hence the behavioural aspect of HRM has to be kept in mind by the organizational decision makers.

2.3.7 INTERPERSONAL COMMUNICATION: LIFE BLOOD OF EVERY RELATIONSHIPS

Communication is important for any manager. Managers have to communicate policies, procedures and strategies in an organization. They must communicate plans, delegate work, and train employees at different levels and deal with clients, customers, and suppliers. They have to communicate at both the organizational level and the individual level.

Interpersonal communication is absolutely everything in today’s world. It is humanity’s most important characteristic and its greatest accomplishment. It is the life blood of every relationship. Good relations are nurtured by open, clear and sensitive communication. Ineffective communication causes loneliness, conflicts, professional dissatisfactions, psychological stress etc. An understanding of interpersonal communication is an essential ingredient in cooking up good relationships.

The role of interpersonal communication has never before been as much important as in today’s modern organizations. As social systems, organizations are activated and its various elements are coordinated with the help of communication. On the contrary, the cost
of bad relationships could be enormous for an enterprise. The whole organization can come
to the brink of collapse if relationships are not given due importance. Studies have shown
communication breakdown as the single greatest barrier to corporate excellence (eg. Blake
and Mouton, 1973). It is, therefore, imperative for any progressive organization to
understand the various facets of communication and their relevance for positive
organizational outcomes. Over the years, organizational theorists have developed several
models to explain specific aspects of interpersonal communication. Some of these models
have become quite popular among management practitioners as they have been found to be
useful not only in improving communication, but also in developing healthy interpersonal
relationships at the workplace.

Communication is the process most central to the success or failure of an
organization. Many of the problems that occur in an organization may be attributed to failure
of communication. Research suggests that poor communication alone is a major contributor
for most business and industrial organizations running at less than 12% efficiency. If
employees are not given adequate information nor allowed to contribute to the solution of
problems, they may revert to being the cause of them, resulting in increased absenteeism,
lower productivity and grievances and so on (Hubbards 1999, Hargie et al. 1999, Armour
1998.)

Managers typically spend between 60% and 80% of their time communicating. It is
through managerial communication that the employees get their job instructions, come to
know about their job expectations, rationale behind the job, their contributions, performance
feedback etc (Luthans and Larsen 1986, Kanter 1991).

Inability to communicate effectively and efficiently can jeopardize the business
interest related managerial functions, especially controlling and organizing (Koul 2000).
Managers, therefore, clearly have the main responsibility of facilitating and encouraging open communication, reducing barriers to communication and eliminating boundaries, which hinder the understanding of end-to-end workflows so that it helps in achieving overall mission of the firm. (Kotter, 2007)

Communicative competence, according to Trenhol, and Jensen (1988), is the ability to interact well with others. It is the ability to communicate in a personally effective and socially appropriate manner.

Interpersonal communication is defined by Michael Cody as the exchange of symbols used to achieve interpersonal goals. It is the process of sharing goal oriented messages between two or more sources through a medium or media.

Interpersonal communication comprises the communication process, communication effectiveness and the use of interpersonal feedback. Interpersonal communication is the process by which people exchange information, feelings, and meaning through verbal and non-verbal messages. It is face-to-face communication. Interpersonal communication is not just about what is actually said – the language used – but how it is said and the non-verbal messages sent through tone of voice, facial expressions, gestures and body language.

Interpersonal communication is the process that we use to communicate our ideas, thoughts, and feelings to another person. Our interpersonal communication skills are learned behaviours that can be improved through knowledge, practice, feedback and reflection. Interpersonal communication includes message sending and message reception between two or more individuals. This can include all aspects of communication such as listening, persuading, asserting, nonverbal communication, and more. A primary concept of interpersonal communication looks at communicative acts where there are few individuals
involved unlike areas of communication such as group interaction, where there may be a large number of individuals involved in a communicative act.

One of the goals of interpersonal communication is to build a trusting relationship between the source and the target. Such a relationship facilitates future communication between the two. Effective communication contributes to the building of trust and a better interpersonal relationship between the source and the target.

Effective interpersonal communication skills allow various symbols – language, strong images, metaphors, physical settings – to influence the way people see their worlds; the leader “manages their meanings” (Gabriel, Fineman and Sims 2000).

Interpersonal communication is the basis of most interactions in organizations. People in organizations interact with others within their own groups, across groups, and across levels. The effectiveness of these communications may contribute a great deal to the smooth functioning of organizations.

The effectiveness of interpersonal communication can be examined in terms of certain criteria. Communication can be said to be effective if: (a) the message received is very close to the message sent; (b) the act of communication involves the minimum encoding of a message; (c) the non-verbal messages are congruent with the verbal messages; (d) the message elicits the desired response and (d) the communication results in building trust between the source and the target.

According to Morton (1966), interpersonal communication are relevant when the exchange of ideas, opinions, or attitudes is essential to understanding between group members. Such situations often arise when managers, supervisors, or workers are
collaborating when making plans, arriving at decisions, or exploring problems confronting the group.

Communications are an inseparable part of Interpersonal relationship. When observing, writing, speaking, and listening are considered as a part of the communications process, many organizational members spend up to 90 per cent of their time communicating. The purpose of communications is to reach an understanding of message transmitted from a speaker or writer to a target audience. This can only be achieved if one listens carefully to what is being communicated.

MarkKnapp and John Augustine Daly in their “hand book of interpersonal communication” states that interpersonal communication can mean the ability to relate to people in written as well as verbal communication. This also means being able to handle different people in different situations, and making people feel at ease. Gestures such as eye contact, body movement, and hand gestures are also part of interpersonal communication. The most common functions of interpersonal communication are listening, talking and conflict resolution. Interpersonal communication involves face-to-face communication in a way that accomplishes the purpose and is appropriate.

McKenna and Beech (2002) are of the view that communication is a process at the disposal of the organization to keep management and employees informed about a variety of relevant matters. Employees are informed of what is expected of them in terms of performance. It is also important to give the employees the opportunity to communicate with management so that their reaction to proposals put to them is known, as well as having the chance to put forward counter proposals. Good communication, as the life-blood of the organization, helps to promote the involvement of employees in the decisions making
processes and in so doing can enhance the individuals identification with the organization, which in turn can lead to improved organization performance and effectiveness.

Interpersonal communication is the life blood of every relationship. An understanding of interpersonal communication is an essential ingredient in developing good relationships. Good communication is one of the keys to being successful in today’s competitive business environment. People must be able to communicate with each other on a daily basis to keep the work flowing in an orderly manner, and to deal with work issues as they arise. Communication in the 21st century is quickly evolving in to one that involves less conversation, and more electronic sharing of information. While in the past, an employee might have a discussion with a co-worker face-to-face which helps to communicate effectively in the work place.

2.3.8 INTERPERSONAL SKILLS AT WORK PLACE

With fast growth of science and technology, life is becoming more complex and managing men become a challenging task for today’s managers. If a manager is technically very competent but interpersonally incompetent, he will never be able to manage. To survive on the job, to get co-operation of others and be successful, managers have to develop interpersonal skills. Thus interpersonal skills becomes paramount importance in management of an organization.

Interpersonal skills are the skills that a person uses to interact with other people. The term ‘interpersonal skills’ is used often in business contexts to refer to the measure of a person’s ability to operate within business organizations through social communication and interactions. Interpersonal skills are how people relate to one another. Interpersonal skills are the skills which enable social communication, interaction and the ability to relate between individuals. Good interpersonal skills are believed to reduce conflict and increase
participation or assistance with colleagues in the work environment as well as increase the productivity.

Managers spend a substantial amount of time in interacting with others. It is thus important for them to have good interpersonal skill. They have to develop the skills necessary to understand the behaviour of others and also the skills necessary to improve their interactions with them. Interpersonal skills are those skills necessary to communicate with, understand and motivate individuals and groups. Interpersonal skills are critical for managers in organizations as their primary job responsibilities include recruiting, supervising, monitoring and retaining employees. Interpersonal skills are related to the ability to understand and manage one’s own feelings, actions and motivation and those of others in social contacts. In various job situations like decision making, motivating, directing etc. interpersonal skills play an important role. In an organization, a person with good interpersonal skills will be able to interact effectively with his / her superiors, subordinates and peers.

Interpersonal skills becomes paramount importance in management of an organization. To survive on the job, to get co-operation of others and be successful depends on the interpersonal skills of the managers.

According to MC Connel, Charles R, the following are the steps in building interpersonal skills:-

1. Accept responsibility:- Acceptance of responsibility is a reflection of one’s attitude and the environment we operate in.

2. Pay attention to others:- Make a note of what is happening in subordinates lives. Acknowledge their happy times and express concern and sympathy in sad situations.
3. **Be co-operative:** Co-operation is the key to interpersonal relations. Co-operation helps to bring harmony of relation and happiness and improves productivity.

4. **Don’t criticize and complain:** Criticism should be based on facts and figures. Even if the criticism becomes necessary, it should be constructive and helping.

5. **Be an empathic listener:** Empathic listening is listening with intent to understand. Empathic listening gets another person’s frame of reference.

6. **Smile:** Often smile and the positive energy radiated from it attracts others. Smile happens in a flash and the memory of it may last forever.

7. **Show consideration, courtesy and politeness:** A little courtesy, an act of kindness are all very important in building relations.

8. **Keeping commitments:** Keeping commitment or promise is one of the important steps in building relations and maintaining trust.

9. **Be appreciative:** Sincere appreciation is one of the greatest gifts one can give to another persons. It can also be a great motivation.

10. **Communicate clearly:** A clear and effective communication avoids misunderstanding with co-workers, colleagues and associates. Communication is the foundation on which interpersonal relations are built.

11. **Saying what you mean and meaning what you say:** One must always take responsibility of what one says. One must activate one’s brain before activating one’s mouth. This will build up interpersonal skill.

12. **Apologizing sincerely when we make a mistake:** Mistakes are to be learned from. It takes a great deal of character to apologize quickly when we make a mistake.

13. **Discuss but don’t argue:** Arguing is like fighting a losing battle. The more we argue with people, the more they distance away from us.

14. **Don’t gossip:** Gossip is the art of saying nothing in a way that leaves nothing unsaid.
15. **Practice honesty, integrity and sincerity:** - The most important ingredient in any relationship is not what we say or do, but what we are. Our character and integrity generate trust and are the basis of interpersonal relations.

16. **Develop a sense of humor:** - Sense of humor could definitely be the effective tool to reduce the barriers and gain others affection.

17. **Don’t be sarcastic:** - Any humor involving sarcasm that makes fun of others is in poor taste. An injury is forgiven more easily than an insult.

18. **Think before to speak:** - Words we speak have very powerful impact on people. It has all the power to build relation and it can hurt feelings and destroy relations as well. The words we speak reveal our attitude.

19. **Practice humility and courtesy:** - Humility is the foundation of all virtues. It is a sign of greatness. Courtesy is nothing more than consideration for others.

20. **Nobility of character / personal strength:** - No amount of technical skills can compensate for lack of nobility of personal character in developing relationship.

21. **See it from their side:** - Try to observe the situations and replies from others side. Empathy alone is a very important characteristic of a positive quality.

22. **Resolve conflicts:** - In any organization, conflict is inevitable because different workers have different views. It can be healthy if it is resolved constructively. Usually when conflict arises and is dealt with openly, workers / employees are stimulated to creativity, alternatives are considered, better ideas come forth and better course of action results.

23. **Attending to Little Things:** - A little courtesy, an act of kindness are all very important in building relations.

24. **Criticise Behaviour, Not the Personality:** - One should never criticize the personality of another person because when we criticize, we hurt the self esteem of the other person.
A very effective way of maintaining healthy interpersonal relationships at work is to appreciate the efforts in front of everyone. Honoring and considering suggestions and views of other members in the team is a very good method of teamwork. Fulfilling commitments is one major aspect that one will have to consider in creating good business relationships. It is a good idea to share what one recently accomplished and found out. This creates a feeling of openness among the team members.

Communication is one of the most crucial interpersonal skills to be practiced at the workplace. Without effective interpersonal communication, there will not be a smooth and clear flow of ideas, resulting in confusion.

Self awareness, control, motivation, acknowledging the interest of subordinates, credibility, humility, understanding, communication skills etc are some of the important interpersonal skills required by managers. Having positive interpersonal skills increases the productivity in the organization since the number of conflicts is reduced. In an organization, one need to relate extremely well with all kinds of employees irrespective of their positions and status they hold. Managers with good interpersonal skills can generally control the feelings that emerge in difficult situations and respond appropriately, instead of being overwhelmed by emotions.

Interpersonal skills are an essential quality to succeed in modern organizations. This skill is critical for managers in the various interactions that they have to have with superiors, peers, and subordinates. They should be aware of their own strengths and weaknesses. This skill can be used to motivate subordinates and control various organizational situations. Communication skill is an important component of interpersonal skill. The characteristics of the individual and also the situational factors play an important role in interpersonal behaviour. Interpersonal skills can be developed through constant practice. Two factors are of
prime importance in developing one’s own interpersonal skills – developing skills to improve one to one interaction and developing the skills to understand the behaviour of others.

The skills that are essential to understand, manage actions and feelings and motivate a person are called interpersonal skills. Managers need this skill to manage others effectively. These skills help them to interact with their superiors, subordinates, colleagues, clients etc. effectively.

2.3.9 TRANSACTIONAL ANALYSIS

Transactional analysis has received wide attention in recent years not only as a way of giving insights in to the way people interact but also as a theory of personality and as a tool for therapy.

Transactional analysis was basically a method of psychotherapy. Later on, it was used in improving interpersonal relations and communication. Transactional analysis concentrates on the rational and analytical side of human behaviour which is observable. Transactional analysis is concerned with transactions between people.

The concept of transactional analysis (TA) was developed by Dr.Eric Berne, an American Psychiatrist. According to Dr.Berne, a transaction is a unit of communication and TA is the analysis of communication between individuals. In simple terms, TA can be termed as the method of studying interactions between human beings. An understanding of TA would be of immense help to managers in improving interpersonal skills. A basic knowledge of the various concepts related to TA like the ego states, types of transactions and life positions is important to understand how transactional analysis can be of use in improving interpersonal skills in organizations.
The ego states used by a person need not be the same all the time. It changes with the situations in which he/she is in. In a single conversation, he/she may exhibit all three ego states. It is not just verbal communication that determines the ego state of a person. Factors like facial expression, tone of voice, gestures etc are also important in determining it.

Each ego state is a distinct source of particular behaviour. However, one does not stay in only one another, as can be noted through observing behaviour and listening to what is said and how it is said.

Every individual has three basic ego states which are separate and distinct sources of behaviour: the ‘parent’, the ‘adult’ and the ‘child’ ego state. The parent ego state contains the pre disposed attitudes and opinions which are learned at a very early age, primarily from parent and other authority figures. The parent state is the collection of recordings in the brain of the childhood experience which are unquestioned and imposed external events. It is often expressed towards others in prejudicial, critical or nurturing behaviour.

The ‘child’ ego state consists of all the urges and feelings that come naturally to an individual, the recordings of his early experience, how he responded to them and the feelings this caused, and the positions he took about himself and others. The child in man is the recording of internal events which are responses of the little person to what he see and hears. Most of the reactions in this category are the feelings of fear, rebellion, anger, hurt, happiness, laughter and creativity.

The ‘adult’ ego state is not related to a person’s age. It is concerned with objectively appraising reality and uses information from all sources to estimate probabilities and make statements. The ‘adult’ in man is the data processing computer which makes decisions after compiling the information obtained from different sources. This comes out of the experiences of analysis and comparing the facts and figures. It is the rational aspect of personality.
No one ego state is ideal for all the situations. There are no absolute rights or wrongs about behaviour from any one of the ego states. What is appropriate depends upon the nature of the interaction.

Transactional analysis has received wide attention in recent years, not only as a way of giving insights into the way people interact but also as a theory of personality and as a tool for therapy. It is not the intent here to consider it for these two later purposes, but only as a background to gain greater understanding and skill in interacting with others.

In essence, transactional analysis is concerned with recognizing and understanding the basic modes of behaviour individuals take up and from which their interactions emanate, the various kinds of transactions and how to deal with them.

Types of Transactions

TA is an effective tool to solve many organizational communication problems. To understand the value of TA in enhancing organizational communication, it is important to have an understanding of the various types of transaction involved in communication. There are basically three types of transactions: complementary, crossed, and ulterior.

Complementary Transaction

When a message from a specific ego state of a person receives an expected response from the specific ego state of the other person, it is called a complementary transaction.

Crossed Transaction

Crossed transactions usually occur when, a person involved in a communication, addresses, an ego state of the other person which is different from his / her ego state at that time.
Ulterior Transaction

Unlike complementary and crossed transactions, ulterior transactions have a hidden meaning which is different from what is actually said. In other words, there is a difference between what is said and what is meant as the meaning is concealed in the words spoken. Such transactions are not easy to understand and evaluate. The verbal meaning may indicate a different ego state, but gestures and facial expressions may convey a different meaning.

In organizational communication, as in any form of communication, TA can be used to analyze verbal and non-verbal messages in each transaction. In most cases, verbal messages do not convey the true meaning. Non-verbal messages like the tone of speech, facial expression, gestures, etc., can be examined to identify the hidden meaning in the transactions. TA can also help to identify the various barriers to communication, which, in turn, can be used to find ways to remove these barriers.

TA, developed by American psychiatrist Dr. Eric Berne is one of the important techniques used for developing interpersonal skills. This is a part of organizational training in many organizations around the world. The important ideas in transactional analysis are the ego states (Parent, Adult, and Child), Games, Strokes, etc. A basic understanding of these ideas is required to use the concept of transactional analysis for improving interpersonal skills.

TA helps to understand communication better and thereby improve the interpersonal skills of people. It is also a powerful tool in organizational training. An understanding of TA helps people to modify their own behaviour in order to obtain the required behaviour from others. TA helps people to develop leadership qualities. With the aid of TA, it is possible to know the ego state from which people operate, and this recognition can help them to adapt
their leadership style to suit the situation. It is also possible to identify the ego state of subordinates and an appropriate stimulus can be provided to get better responses from them.

**Transactional Analysis and Managerial Effectiveness**

Transactional analysis can be an effective tool for managers to perform their tasks effectively. Interpersonal skills are essential for managers like technical or any other skills. Transactional analysis is an effective tool which can help managers to enhance their interpersonal skills.

1. **Transactional Analysis And Interpersonal Communication**

   The ability to communicate effectively is an important skill required by managers. In communication both verbal and non verbal messages play an active role. With the aid of transactional analysis, both verbal and non-verbal messages can be analysed. Any barriers that exist in the way of effective communication can also be identified and corrective actions taken. The three ego states, the parent, adult and child are active in a person throughout life. Each transaction arises from any one of the three ego states and identifying the ego states from which a person functions helps to deal with others better.

2. **Transactional Analysis and Motivation**

   Managers can motivate employees by giving strokes. Even in a situation where an employees performance is bad and he/she is being told to improve the performance, it can be a positive strokes. Strokes help the employees to get a feeling that they are not being neglected and are being cared for. If positive strokes are not present, employees may try to get negative strokes through absenteeism, faulty work etc.
3. Transactional Analysis and Leadership

The ability to understand the ego state from which he/she and others in the organization operate is a very important skill for a leader. Leaders can also elicit the required response from subordinates by providing a suitable stimulus. The three ego states – the parent, adult and child are important for a healthy personality. Managers should try to identify the ego state from which they are communicating and this realization can be used to improve interactions with subordinates.

Table 2.1

<table>
<thead>
<tr>
<th>Leadership style</th>
<th>Ego state</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Autocratic</td>
<td>Parent</td>
<td>Relationship with subordinates will be critical and prejudiced. Uses authority to guide subordinates at the workplace</td>
</tr>
<tr>
<td>Benevolent / Autocratic</td>
<td>Parent, Nurturing Parent</td>
<td>Provides limited freedom to subordinates, mainly downward flow of information. Suggestions received from subordinates may not be seriously considered.</td>
</tr>
<tr>
<td>Consultive</td>
<td>Parent and Adult</td>
<td>Suggestions received from subordinates are considered. There will be a fairly good vertical and horizontal flow of information. While collecting information from subordinates, the adult ego state and during implementation, the parent ego state may be used.</td>
</tr>
<tr>
<td>Participative</td>
<td>Adult</td>
<td>Subordinates are provided the freedom to identify problems and suggest solutions. There will be free flow of information</td>
</tr>
<tr>
<td>Democratic</td>
<td>Adult &amp; Child</td>
<td>Subordinates are provided even more freedom than in the case of a participative leader. The opinion of team members gain prominence in decision making, over the opinion of the leader.</td>
</tr>
<tr>
<td>Free-reign</td>
<td>Child</td>
<td>Maximum freedom is provided to subordinates in this leadership styles.</td>
</tr>
</tbody>
</table>
2.3.10 LEADERSHIP

The leadership vision is one of the important aspects that differentiate a leader from a manager. A leader with a vision focuses on the emotional resources of the organization like its ambitions, principles, promises, etc., while a manager focuses more on the material resources like technology, raw materials, human resources, etc. Leadership requires vision, which is the ideal situation of where the leader wants the organization to be in a future period.

Effective leaders understand their boss’s goals, the pressures on him/her, his/her strengths and weaknesses and his/her working style. They also understand their own needs, objectives, strengths and weaknesses, and personal styles. They use all this information to build and maintain their relationship with their superior. They maintain a good relationship by providing information on what is happening, by being open and reliable, by using the boss's time prudently, and by utilizing organizational resources optimally.

Leaders are most likely to lead their followers if they have insights into the needs, values, and hopes of their followers (Bass 1985:46). This insight may be facilitated through a higher level of emotional awareness and sensitivity. Leaders can create emotional responses (for example, a sense of excitement and sharing a feeling of togetherness) in the followers, communicated and instill commitment toward a common vision, create shared norms and tend to “actively shape and enlarge audiences through their own energy, self-confidence, assertiveness, ambition, and seizing of opportunities” (Bass 1985:40).

The leader’s self-awareness as a component of emotional intelligence most strongly is related to transformational leader. Self-regulation allows a leader to be sensitive and understanding of subordinate's needs without succumbing to the vulnerability of criticism and the need to defend his self-esteem (Riggio et al. 2002)
The US President, Ronald Reagan advised practicing managers (Fortune, September 15, 1986): “Surround yourself with the best people you can find, delegate authority and don’t interfere”. In locating such individuals one should understand that each individual is unique with different instincts, emotions and sentiments and, therefore, he has different potentiality. Therefore, there is a need for recognizing, understanding, appreciating and nurturing subordinates talents rather than merely condemning them, resulting into individual and organizational inefficiency. The leaders can make all the colleagues OK, provided they are properly understood and directed.

Leadership is the activity of influencing people to strive willingly for group objectives. It is the act of influencing the behaviour of another person. In organizations, leaders factor which have to influence all the members to carry out the tasks of the organization. They have a vision about the organization; they motivate, persuade and usually get work done in the way they want done because of a certain set of characteristics they exhibit. They are able to focus on the value of their people and to empower them. It is the leadership factor which differentiates a successful organization from others. In other words through a style of functioning, a leader influences attitudes and expectations, which in turn encourage or discourage the followers activity or achievement, enhance or diminish the followers commitment to the work.

2.3.11 TRIGUNA CONCEPT IN BHAGAVAD GITA – PREDECESSOR OF TRANSACTIONAL ANALYSIS

The concept of ‘transactional analysis’ developed by Dr. Eric Berne has similar views to that of the Triguna concept mentioned in the age old Indian scripture ‘Bhagavad Gita’.

The age old scriptures have in them the highest wisdom on human characteristics. Right at the point of time of conception, certain endowments (called genetics) will become
part of one’s person through the channel of transmission provided by parents. Further
attributes are added during pregnancy in the mother’s womb. After child comes out of the
womb and enters much bigger world, to the role of genetics is added the role of nurture
(including environment in various aspects) directly on continuous basis and they together
produce “GUNAS” that in turn make up one’s nature, behaviour or traits.

According to Gita (Chapter 14), three types of ‘Gunas’ viz., Sattva, Rajas and Tamas
are present in all human beings in varying proportions. The mixture of the ‘3 Gunas’ is
peculiar and unique in each person. The proportions of the ‘Gunas’ get modified by
environmental inputs that one receives through life. The prominent ‘guna’ is likely to
dominate one’s decision to undertake or avoid a particular action. Only one of the ‘gunas’
dominate and the individual behaves according to the ‘guna’ that dominates.

The concept “Triguna”, which constitutes three gunas namely ‘Sattva’, ‘Rajas’ and
‘Tamas’ from a psychological perspective, are considered as the three fundamental
components of the human mind “exhibiting themselves at different levels of consciousness”.
These are not fixed states of mind, but are said to be continuously interchanging. As a result
the predominance of particular guna at a given point of time is said to influence the
temperament and personality characteristics of individuals. They are also said to be
influencing the perceptions and cognitions of individuals. The gunas are said to be the
determiners of characteristics of human behaviour and in fact, they travel beyond the modern
psychologist’s concept of personality types. The Triguna concept can be designed as a form
of psycho-therapy. Thus psycho-therapy is concerned with healing human suffering by
offering increased self-knowledge and insights.

The predominance of ‘sattva’ guna indicates love for wisdom, spiritual excellence,
ethical standards, exhibiting realistic and appropriate perceptions, expressions of inner calm
and tranquility and eveners of temperament. The predominance of ‘Rajas’ guna in an individual indicates activity, passions, emotions and desires. The third guna ‘tamas’ indicates ignorance, idleness, errors in cognition and delusions.

When Sattva guna predominates in a person, the attitude towards the world changes, the attitude towards others in the organization changes, the attitude towards the fellow human beings changes, because ‘Sattvik’ person will be loving, compassionate, interested in the welfare of others and will not hate persons with Rajas or Tamas domination.

According to Radhakrishnan (1923), the doyen of Indian philosophy, “tamas is the quality of inertia and it aims at the satisfaction of the senses. It’s end is pleasure. It’s character is ignorance. If it is controlled, the man is said to be temperate. Rajas is the emotional energy exciting desires. It makes man restless and long for power, when subdued it has its gentle side of affection, pity and love. ‘Sattva’ is the intelligent side of man. It promotes stability of character and fosters goodness. It alone is component to guide men right. Its virtue is practical wisdom; its end is performance of duty. No man is devoid of these qualities”.

Chakraborty (1985) calls ‘gunas’ psychogenic substances. He says “sattva is superior to rajas and rajas is to ‘tamas’ in terms of the way they assist the mind in understanding facts and events”. According to him strengthening of ‘sattva’ hastens man’s approach towards purer mind and hence, it should be acquired, augmented and retained in the organizational setting”.

It is generally accepted among the Indian philosophers, that the predominance of ‘rajas’ and ‘tamas’ could lead to psychological disturbances in an individual, whereas predominance of sattva guna in a person would lead to positive mental health and optimal
functioning. Sattva guna is often related to the persons broader awareness of the self and the world. And thus a man of ‘sattva’ guna is said to be marching towards self realization.

Sonny, (2011) observed that the ‘Triguna’ doctrine of Indian philosophy ordains one to cultivate the ‘sattva’ guna and promote self awareness and in turn tranquility of mind as it alone makes one very productive to him or herself and to the society at large. It should be noted that the western psychological findings (of Eric Berne, Thomas Harris etc) also suggest that adherence to the sattva guna alone harmonises relation between people or the employer and employee, and facilitates accomplishment of self realization and ultimately leads to organizational efficiency. By converting the mental attitude of persons from Tamasik, Rajasik to Sattvik the world will become a better place to live in and other organizations will become better place to work in.

The knowledge of the 3 ‘gunas’ and their mode of operation is helpful in moulding the character of a person and can bring about great changes in interpersonal relations.

In the corporate sector most executives and managers are under tremendous pressure and stress. Much of the tensions can be reduced by a different perception of work. Instead of being a boring burden, work has to be viewed from a different perspective, whereby even trivial jobs become part of a grand scheme with sufficient joy to act. The Gita deals with this problem, giving appropriate approaches. Work per se is not tiring, nor it is responsible for stress. It is the attitude to life and work that makes all the difference. If we can relate the activity/work to some desirable super-ordinate goal, or service to a community / nation, or a noble mission, there is no fatigue or stress.

The suggestions in the Gita are practical and highly useful. After all, we do not have much of a control over results of our actions, which are dependent on a variety of factors, such as: co-operation of colleagues in the team, attitude and action of competitions and others.
involved, governmental policies, environmental conditions, economic organizations. Even in relationships, one’s words and action may create the opposite effect, because of differences in attitudes and values of the respondents. Therefore, the Gita proposes that we should act without worrying about the fruits. Such an approach does not necessarily mean “Don’t care for the results”. One has to set goals and targets and take suitable actions to achieve those. From the spiritual and philosophical points of view, this Bhagavad Gita approach is an excellent concept, with multi-dimensional beneficial effects for producing results and advancing spiritually.

Concepts and values, propounded in the Gita, are not only relevant to all social sciences, but are of vital significance to management principles and practice. In the existing social and economic organizations, Government or private, the relationship between the employees, worker or managers, and the organizations is one of wage labour, where the management or owners (private or Government) compensates employees for services rendered. It is obvious that personal and organizational goals and values are quite different, which naturally creates alienation, lack of job satisfaction, frustration in work etc. The Bhagavad Gita suggests ways of reconciling the two, with benefits to both the employees and the organizations. This is achieved by a process of spiritualising all work whatever be its nature and objective.

Introducing the principles of Gita in training programmes may help to change employees attitude to work. The strategy in HRD should be to transform introducing elements of spirituality. Other areas of management, leadership, interpersonal relationship, communication, motivation and morale, honesty and integrity, job satisfaction etc, can gain a great deal by adopting principles given in the Gita. The principles in the Gita are excellent guidelines for managerial and performance excellence.
2.3.12 STROKES: POSITIVE FORCE FOR IMPROVING RELATIONSHIPS

A stroke is the recognition of the presence of another person. It can take the form of a smile, a nod, or any other gesture which acknowledges the presence of another person. Strokes can be physical or psychological.

Children get physical strokes from their parents in the form of a hug or an embrace. A handshake is another type of physical stroke.

Strokes can be positive or negative. A word of praise, expression of affection, etc., are all positive strokes and they help in the development of emotionally healthy persons. Positive stokes are usually complementary transactions that are relevant or appropriate to the situation. They make the persons involved feel good and energized. Positive strokes can also take the form of providing information to a person about his / her skills. For example, if a worker is appreciated by a manager for his / her skills, it is an instance of positive stroke.

Listening is a very important positive stroke. At the workplace, employees complain that there is no one to listen to them. The listening skill, which involves giving the speaker one’s full attention, can be learned with conscious effort and it is an important requirement for effective managers.

Negative strokes can take the form of scolding, warning, or even non-recognition of presence. It is not just the words that make a stroke positive or negative. The tone of voice, facial expression, etc., are also important. Strokes are very important at the workplace too. People usually crave for strokes in the form of recognition or appreciation for their work.

2.3.13 THE LIFE POSITIONS: FOR UNDERSTANDING MANAGEMENT STYLES

The concept of life positions is built on the observation that people have basic feelings about their own ability and the ability of others to think, perform, and feel. An understanding
of life positions is useful for managers in identifying the effectiveness of a management style and its influence on communication.

**I am not ok, you’re ok**

People in this life position view themselves as inferior to others. Those who continue to live with this life position develop an inferiority complex and believe that they cannot do anything properly. They will be at the mercy of others throughout their life. At the workplace, the ‘I am not ok, you’re ok’ persons can only be assistants and not actual doers. These people spend most of their time trying to please others with the objective of getting strokes. Managers in this life positions may not be able to see themselves as superiors and will not take risks or punitive measures against subordinates even if such a need arises. The targets set by such managers are themselves not demanding, as they may not believe in their ability to achieve the target.

**I am not ok, You’re not ok**

People in this life position view themselves and others to be not ok. This is a life position of frustration and surrender which is developed when the strokes received during infancy gradually disappear. A person in this life position will not give or get praise of doing a job well. He/she will not even maintain any contact with co-workers. If any a particular situation arises in the workplace, he/she will go only by procedure and the set of laws existing in the organization. A manager who is in this life position will be self-doubting and will not like to mingle with others in the organization. The person may not be too concerned about productivity and a manager’s productivity in this life position is often low.
I am ok, you’re not ok

This life position is attained through suspicion and aversion toward others. People who are in this life position will not take the responsibility for any fault, but will tend to blame others for all problems. Managers in this life position blame subordinates or peers for low productivity and are of the opinion that if they had good subordinates, they could have achieved better productivity. These managers may not be willing to delegate authority and will be of the view that very close supervision is required to get work done by subordinates. Managers in this life position are usually autocratic and are often disliked by subordinates.

I am ok, you’re ok

The I am ok, you’re ok people trust themselves and others, will be able to get along with others very well, and will be very happy with life. This is the healthiest and most preferable life position among the four. It is developed by positive thoughts and actions. Managers in this life position believe that any problem in their careers can be solved. They will be ready to delegate authority to their subordinates, as they have trust in their capability. Conflicts too will be treated as something to be expected in any organization and as something that can be resolved. Managers in this life position are winners who have the capability of bringing out the best in other people.

2.3.14 JOHARI WINDOW: CONCEPT AND A MODEL FOR UNDERSTANDING INTERPERSONAL AWARENESS

The Johari window is a conceptual model for studying interpersonal awareness which was developed by Joseph Luft and Harry Ingham. It is a schematic model that shows how people expose themselves to others and receive feedback from others in their interpersonal relationships.
The johari window has four parts: Arena, Blindspot, closed and Dark.

‘Arena’ represents the ‘Public Self’ that is known to the self and others. The Blindspot area is known to others, but not to the self. The ‘closed area’ is the ‘private self’ which is known to the self, but not to others. The Dark area is neither known to the self nor to others.

**Figure 2.1**

**The Johari Awareness Model of Interpersonal Process**

<table>
<thead>
<tr>
<th>ARENA</th>
<th>BLINDSPOT</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Shared and mutually held, public information, feelings, motives etc)</td>
<td>(Unsuspected information, feelings, reactions etc, known only to other parties)</td>
</tr>
<tr>
<td>CLOSED</td>
<td>DARK</td>
</tr>
<tr>
<td>(Hidden information, Motives, feelings etc. known only to the self)</td>
<td>(Undiscovered potentials and creative reservoir known neither to the self nor others.)</td>
</tr>
</tbody>
</table>

The implication of this model is that if Arena is very small, there is very little free and spontaneous interaction. On the other hand, the larger the Arena, the greater the chance for participants in any relationship to make correct perceptual judgments about each other. This perceptual judgment helps them to develop realistic mutual expectations. Meeting these expectations increase their level of trust and influence and it helps them maintain a mutually satisfying relationships. Arena can be expanded by means of self disclosure and feedback.

The Johari window is a way of showing how much information you know about yourself and how much others know about you.
The window contains four panels as shown below.

<table>
<thead>
<tr>
<th>Known to others</th>
<th>Known to Self</th>
<th>Unknown to Self</th>
</tr>
</thead>
<tbody>
<tr>
<td>Known to others</td>
<td><strong>Open panel</strong> known to self and others</td>
<td><strong>Blind panel</strong> blind to self, scan by others</td>
</tr>
<tr>
<td>Hidden panel</td>
<td>open to self, hidden from others</td>
<td>Unknown panel unknown to self and others</td>
</tr>
</tbody>
</table>

The **Open panel** includes information such as occupation and physical appearance.

The **Blind panel** includes information that others can see in you, but you cannot see in yourself.

For instance: you might think you are poor leader, but others think you exhibit strong leadership skills.

The **Hidden panel** contains information you wish to keep private, such as dreams or ambitions.

The **Unknown panel** includes everything that you and others do not know about yourself.

For instance, one may have hidden talents, that one have not explored.

Through self disclosure, we open and close panes so that we may become more intimate with others. Self disclosure performs several functions. It is a way of gaining information about another person. Self-disclosure is one way to learn about how another person thinks and feels. Once one person engages in self-disclosure, it is implied that the other person will also disclose personal information. Mutual disclosure deepens trust in the relationships and helps both people understand each other more.
2.3.15 EMOTIONAL INTELLIGENCE: TOOL FOR IMPROVING INTERPERSONAL RELATIONSHIP

Emotional quotient is the order of the day and it is now recognized as the nucleus of the present day’s requirement that a managerial official must possess which is highly acclaimed by the corporate world in the present scenario. Emotional Quotient is used interchangeably with emotional intelligence. Emotional quotient is an individual’s ability to deal with other people, manage oneself, motivate others, understand his own feelings and respond appropriately to the environment successfully.

Emotional intelligence can be instrumental in many situations at workplace and can help to achieve organizational effectiveness. Emotional intelligence or emotional quotient is increasingly being recognized as a key determinant to professional success in today’s high stress environment.

Importance of Emotional Intelligence is increasingly accepted in a variety of organizations. It is considered to be one of the most significant and dynamic qualities in employees who produce results, bring about transformational change and lead the organization as the inspiring force.

The phrase “Emotional Intelligence” was coined by Peter Salovey of Yale University and John Mayer of the University of New Hampshire in 1990. They identified four abilities and skills required for emotional intelligence and called then the four branches of emotional intelligence.

1. The ability to recognize emotions i.e. the ability to understand emotions from the facial expressions and postures of a person.
2. The ability to use emotion to assist the thought process.
3. The ability to be aware of emotions i.e. the ability to be aware of emotions and understand their likely development in due course and their outcomes.

4. The ability to manage emotions i.e. the ability of an individual to manage emotions.

Salovey and Mayer (1990) coined the term Emotional Intelligence in 1990. They described emotional intelligence as “a form of social intelligence that involves the ability to monitor one’s own and others” feelings and emotions, to discriminate among them, and to use this information to guide one’s thinking and action.

Emotional Intelligence (EI) is the ability to manage one’s emotions, an ability to appraise other’s emotions (Ekman 1993, Ekman and Friesen 1995), to empathize with other people, and to cope with emotional relationships (Harrison 1997).

Daniel Goleman (1995) defined Emotional Intelligence as a form of intelligence relating to the emotional side of life, such as the ability to recognize and manage one’s own and other’s emotions, to motivate oneself and restrain impulses, and to handle interpersonal relationships effectively. The major components of emotional intelligence: knowing our own emotions, managing our own emotions, motivating ourselves, recognizing the emotions of others, and handling relationships. Goleman (1995) is of the view that an emotionally intelligent organization’s culture deeply emphasizes relationship building, empathy and social responsibility.

Spencer et al. (1997), briefly describes a model of an Emotional Intelligence based competencies that enable a person to demonstrate intelligent, use of their emotions in managing themselves and working with others to be effective at work.
To Caudron (1999) and Goleman (1998) “emotional intelligence is a combination of competencies. These skills contribute to a person’s ability to manage and monitor his or her own emotions, to correctly gauge the emotional states of others and to influence opinions.

Mayer and Mitchell (1998) and Mayer and Salovey (2004), have viewed emotional intelligence as a member of a class of intelligences including the social, practical, and personal intelligences that are called the hot intelligences.

According to Barbara (1998), Emotional Intelligence is key to leadership behaviour. The author says that leaders displaying Emotional Intelligence are self-aware, recognize their emotions and their effects on employees and know how to exercise self control.

Mathur (2000), elaborates that emotional stability rather than high intelligence is the denominator for managing people effectively. He defines Emotional Intelligence as “the ability to command respect by building relationships” or “the ability to get along with people and situations or” a positive attitude towards all aspects of life.” He emphasizes that manager must be equipped with sufficient Emotional Intelligence to become an effective motivator to himself as well as for others around him in order to optimize results.

Smigla and Pastoria (2000) are of the view that the more complex a job is, the more emotional intelligence matters.

Emotional competencies are thought to be important for social interaction because emotions serve communicative and social functions, conveying information about people’s thoughts and intentions and coordinating social encounters (e.g., Keltner and Haidt, 2001)

Cherniss (2002) suggests that emotional intelligence provides the basis for competencies important “in almost any job”.

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Ravi et al. (2002), defines Emotional Intelligence as the ability to manage our relationships and ourselves effectively. He discusses about the importance of emotional intelligence in the organizations. He says that IQ and technical skills are important, but Emotional Intelligence managers will be better able to flexibly approach problems, consider alternative scenarios and avoid rigidity effects in decision making.

Malhotra (2003), explains that workers have strong emotional connection to their work experience. Workers are realistic when citing ideal work experience showing employers that create positive emotion about work.

Mayer, Salovey and Caruso (2004) have defined emotional intelligence as “the capacity to reason about emotions, and of emotions to enhance thinking”. It includes the abilities to accurately perceive emotions, to access and generate emotions so as to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth.

2.3.16 APPLICATION OF EMOTIONAL INTELLIGENCE

Emotional intelligence enhances management skills. It is a set of abilities which can assist managers in several critical ways. Applications of emotional intelligence at the workplace on the basis of abilities and skills identified by Salovey and Mayer are as

**Flexible planning:** Managers who are emotionally intelligent use their emotions to adapt their plans. Emotionally intelligent behaviour helps managers

- To change plans to meet the needs of the moment
- To adapt to different situations
- To consider a variety of possible actions
- To come up with alternate plans
• Do not consistently do the same thing.
• Do not stick to the plan when it doesn’t work out.

**Balancing thoughts and feelings**: Managers with high emotional intelligence are able to strike a balance between their thoughts and feelings by being neither too logical nor too emotional.

**Motivation**: Emotionally intelligent managers are able to understand their emotions and those of other, in order to help them, to motivate their staff and themselves. Emotionally intelligent managers:

• Motivate self / others
• Get things done

**Decision-making**: Emotionally intelligent managers make better decisions by

• Using emotions to improve thinking
• Do not react out of anger
• Make good decisions even when angry.

**Social effectiveness**: When working in a team, social effectiveness helps to accomplish the desired goal. Emotional intelligence helps in

• Good at influencing people
• Believable and trusting
• Empathetic

A person who selects a career in the tourism industry should be able to maintain good relations with clients as the success of this industry depends a lot on the relationship with customers. The clients may require a unique experience in the way they are being treated.
The ability to manage emotions is crucial here. Emotions have to be positively managed to create better interactions with the customers and for this, emotional intelligence is crucial. A person with high emotional intelligence will have self-awareness, self-control, empathy and social skills which will help him/her to identify the needs of customers and to have better relations with them.

2.3.17 CONFLICT MANAGEMENT IN WORK PLACE

Conflict management has received increasing attention in the organizational literature during the last two decades because of shift in attitudes toward conflict in organizations. The traditional view of conflict as something harmful has changed to view that sees conflict as a reality of organizational life.

Conflicts are moments of truth in a relationship. Conflict may develop to lasting hostility or may increase mutual understand and respect. Conflict can be very harmful or very helpful. It is not the presence of conflict that causes chaos and disaster, but the harmful and ineffective way it is managed. It is the lack of managing the conflict that leads to problems.

Conflict between people is a fact of life and it’s not necessarily a bad thing. Conflicts occur at all levels of interaction – at work, among friends, with in families and between relationship partners. When conflict occurs, the relationship may be weakened or strengthened. Thus conflict is a critical event in the course of a relationship. If it is handled well, conflict can be productive – leading to deeper understanding, mutual respect and closeness. Whether a relationship is healthy or unhealthy depends not so much on the number of conflicts between participants, but on how the conflicts are resolved.

In organizations, conflict is inevitable and its moderate presence is acclaimed to be essential for innovative performance. Unlike the earlier views, conflict in modern
organizations is treated with positive attitude. Interpersonal conflict, being one of the most vital challenges for conflict managers, has drawn wider attention of researchers as well. Researchers often recommended not to treat interpersonal conflict against win-lose strategy but to use the difference of opinion for better solution.

Conflict is usually viewed as a negative phenomenon within organizations and is often sought to be avoided or eliminated. This notion of conflict has essentially resulted from the misconception that conflict is inherently distasteful, destructive and pathological to the attainment of organizational objectives. The modern organization theorists have come to recognize that conflict is not only inevitable but can have useful or destructive effects depending on its management.

When two individuals have different opinions and neither of the two is willing to compromise, conflict arises. A state of disagreement among individuals is called as conflict. Conflict arises at workplace when employees find it difficult to reach to mutually acceptable solutions and fight over petty issues. Differences in attitude, mindsets and perceptions give rise to conflict at the workplace. No one ever has gained anything out of conflicts. Conflict must be avoided as it leads to negativity and spoils the ambience of the workplace. Conflict 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.

Conflict at workplace is inevitable, for modern organization being a complex concourse of human beings. Conflict manifests itself through various ways in organizations. It can be conflict among organizations, among departments of an organization or among people working in an organization. Conflict between persons i.e., Interpersonal conflict occupies an important place in the realm of conflicts in organization.
Leonard Neubauer defined conflict or an argument as “a discussion which has two sides and no end.” Obviously, there are two aspects of conflicts that should be understood in order for the resultant consequences to be minimized. The first is to understand the causes of conflict. If the causes of conflict are understood, it is possible in some instances, to avoid the conflict altogether. Further, if the causes are understood, it is easier to mediate the conflict and minimize any adverse impacts of the conflict. The second aspect is to deal with the conflict in a mature and sensitive manner.

Conflict in organizations has been conceptualized in different ways by management theorists. There are three major viewpoints on conflict. Traditional view is concerned with the belief that all conflict must be avoided. This attitude prevailed in 1930s and 1940s. Elton Mayo (1945), the pioneer of the human relations movement, considered it as a social disease and advocated that it should be avoided. From the late 1940s through the mid-1970s, newer views emerged which believed that conflict is a natural and inevitable outcome in any group. It advocated acceptance of conflict. The later phase witnessed the advent of interactionist view, which not only accepts conflict but also encourages conflict on the grounds that static equilibrium in a cooperative group is prone to develop inertia towards needs for change and innovation.

Baron, Robert, 1988 has identified 14 potential causes of conflict such as

- Poor communication
- Interdependence
- Feelings of being treated unfairly
- Ambiguity over responsibility
- Poor use of criticism
- Mistrust
• Incompatible personalities, attitudes
• Disputes over power of influence
• Grudges, anger, resentment
• Group membership
• Disputes over jurisdiction
• Reward structures/systems
• Loss of face
• Competition over scarce resources

Conflict is a broader area of study. Conflict in an organization erupts in many ways. Interpersonal variables and communication processes are major contributors in causing conflicts in interpersonal context (Volkema and Bergmann, 1989).

Robbins noted that the failures of some organizations have been attributed to too much harmony, and argued that conflict within top management is essential to organizational change, adaptation and survival. According to interactionist view, conflict is absolutely necessary for a group to perform effectively (Robbins, 1991).

According to Hocker and Wilmot (1991) Interpersonal conflict is an expressed struggle between at least two interdependent parties who perceive incompatible goals, scarce resources, and interference from the other party in achieving their goals.

Organization theorists today clearly recognise that conflict is inherent in organizational life and it has positive consequences as well. In view of this, many leading theoreticians have come forward to propose or explain different methods or strategies for managing conflicts along with their implications for individual, inter departmental or organizational effectiveness (Blake and Mouton, 1964; Thomas, 1976; Rahim, 1983; Pareek, 1982; Walton, 1966; Likert and Likert, 1976.
Mouton (1964) were the first to identify, in their Managerial Grid, five possible models of resolving conflicts; withdrawing, smoothing, compromise, forcing and confrontation or problem-solving. Subsequent researchers in this area are mostly based upon Blake and Mouton’s original five-category classification scheme. Blake and Mouton (1964) suggested that individuals and organizations placing greater emphasis on confrontation or problem-solving modes would have effective inter-personal relations. In an empirical investigation, Lawrence and Lorsch (1967) examined the use of confrontation, forcing and smoothing in six organizations.

Another important empirical study conducted by Burke (1969) involved examining the five methods of resolving conflicts (as proposed by Blake and Mouton) in the context of superior subordinate relationship in two major areas: (i) constructive use of differences and disagreements, and (ii) planning job targets and evaluating accomplishments. In general, it was noted that withdrawing and forcing behaviours were negatively related to these variables. Compromise was not related to these variables. Use of smoothing was usually positively related, but not consistently. Use of confrontation and problem-solving was always positively related to the dependent variables.

In the context of inter-departmental relations, Thomas (1971) found that manager’s satisfaction with inter-departmental negotiations varied positively with confrontation and smoothing behaviour by their counter parts in other departments, and negatively with forcing and withdrawing.

In a study within research and development teams, Aram et al. (1971) found that team collaboration (i.e. confrontation or problem solving) was positively related to several measures of member self actualization and well-being. By contrast, Dutton and Walton
(1966) observed that managers involved in competitive inter departmental relations (i.e. in forcing behaviours) experienced considerable frustration and anxiety.

In the Indian context, Sharma and Samantara (1994) examined the relative efficacy of conflict management strategies in terms of their impact on various dimensions or organizational effectiveness; (1) productivity, (ii) adaptability and (iii) flexibility. The results of the investigation revealed that confrontation or problem-solving was most significantly associated with organizational effectiveness, and it was followed by smoothing behaviour. The compromising and withdrawing modes were also positively related to effectiveness, but their effects seemed to be relatively insignificant. In addition, it was noted that the forcing mode of resolving conflicts emerged as the ineffective one.

In a study on response to conflict strategies, eight conflict management strategies have been identified viz, following rules, avoiding, compromising, consulting, confronting, forcing, tonning down and accommodating (Sayeed, 1993).

Conflict is an inevitable part of relationships. The way one handle one type of conflict may not be the best way to handle a different situation. A proficient manager have to know how to apply the different methods of conflict management in a fair and effective way.

2.3.18 VARIOUS WAYS OF DEALING WITH CONFLICT

Adler, Ronald and Jeanne Marquard Elmhorst, in their book ‘communicating at work’ describes various ways of dealing with conflict which are as follows.

Compromise

Compromise is an effective way for both parties to work together to concede a little for the greater good. Through compromise, a solution is found in a cooperative manner.
Compromise works well when the concessions are small and both parties are willing to work together, according to the North Dakota State University agricultural department.

**Collaboration**

Collaboration is one of the most effective ways to manage conflict. One take time to listen to each person's questions, concerns and ideas. Then brainstorm with all of the parties involved to think of a solution that works towards the mutual benefit of everyone. While collaboration can take time, it is effective for the most important conflicts and can show a measure of solidarity within the group.

**Competition**

Competition is a method of conflict management that involves convincing or coercion from one party to entice the other party to concede his position. More often, competition is a way to manage conflict while exercising power over one party. It usually results in a win-lose scenario and can have some of the same effects as accommodation.

**Accommodation**

Accommodation occurs when one party concedes in order to accommodate the needs of another in an effort to manage the conflict. This can sometimes result in a win-lose scenario, but as long as the person accommodating is satisfied with the results, it can be fairly easy and effective way to manage conflict.

**Avoidance**

Avoidance is one type of conflict management. But it isn’t always effective. Conflict avoidance is accomplished in two ways. The first is by making sure that everyone is satisfied all of the time. Because this isn’t always possible, another type of conflict avoidance
constitutes simply ignoring it and hoping it will resolve itself. The American Council on
Education is of the view that not all conflict is negative; at times, it’s necessary to achieve a
better result.

According to the University of Wisconsin, conflict is best understood by examining
the behaviour styles people use to meet their needs. Competing is a style in which one try to
gain control over a situation by relying on aggressive communication and coercive power,
with little regard for building relationships. Accommodating is a style in which one yield to
the other person’s needs in an attempt to be diplomatic and preserve the relationship.
Avoiding is a style that is common when one have a negative view of conflict. The conflict,
however, continues to grow until it ruins the relationship.

Organizations are responsible for creating a work environment that enables people to
thrive. Conflict in an organization, can be constructive or destructive for an organization.
Conflict is a part of most every interpersonal relationship. Managing conflict, then, is
important if the relationship is to be long-lasting and rewarding.

CONCLUSION

Human resources constitute the most important asset in an organization and the
efficient management of the people at work is an important factor for the success of any
organization. The provision of good work environment depends upon the overall attitude of
the management towards the workers of the organization. Such a situation can be visualized
in organizations where harmonious interpersonal relations prevail. Good interpersonal
relations is a pre-condition for reaping the fruits by the organization. Thus interpersonal
relation is not only an economic aspect but a human and social aspect as well. For
understanding the theoretical concept of interpersonal relations and competence, the various
aspects such as employer-employee relationship, organizational climate, interpersonal skills,
emotional intelligence, motivational aspects, HRDM practice, conflict management and organizational effectiveness are described briefly in this chapter.