

A Review Paper of “Interpersonal Relationship at Workplace”

Dr. Pooja Dasgupta

Ms. Khushbu Dubey

Mr. Sachin Verma

Introduction

We feel that this is one of the most important issues for the budding managers to stress upon. We feel the importance to understand interpersonal relationship at work, as it has a direct effect on the organization culture. Misunderstandings and confusions lead to negativity at the workplace. Conflicts lead you nowhere and in turn spoil the work environment. Support of fellow workers is important. You just can't do everything on your own. Moreover an individual spends around eight to nine hours in his organization and it is practically not possible for him to work all alone. We need people around who can appreciate our hard work and motivate us from time to time. It is essential to have some trustworthy coworkers at the workplace who not only appreciate us when we do some good work but also tell us our mistakes. A pat on the back goes a long way in extracting the best out of individuals. We are social animals and we need friends around. An individual working in isolation is more prone to stress and anxiety. They hardly enjoy their work and attend office just for the sake of it. Individuals working alone find their job monotonous. We must have friends at the workplace who can give us honest feedback.

Literature Review

Research indicates skills essential for effective teamwork are:

- Communicating and relating effectively,
- Empathy and respect for the feelings and views of others,
- Accurate self-evaluation of performance and relationships and
- Conflict management using active listening skills and empathy.

Interpersonal behavior can be defined as a variety of behaviors involving the ways in which people work with and against one another. Interpersonal relationships vary in different levels of intimacy and sharing, implying the discovery or establishment of common ground and may be centered on something(s) shared in common. It takes a combination of Self-awareness, Self-confidence, Positive personal impact, outstanding performance, Communication skills and Interpersonal competence to succeed in your career and life.

Becoming self-aware is the first step to improving our interpersonal effectiveness. Most of our behaviors are natural for us. We aren't aware of the impact these behaviors have on others. That leaves us with "**blind spots**" (**JOHARI WINDOW**) that others don't want to mention to us because they don't want to hurt our feelings, they are afraid of a reaction from us, or they just don't care. Through self-awareness we learn what impact our behaviors - both positive and negative - have on others. When we choose to seek ways to modify our undesirable behaviors we begin the process of **self-regulation**. This is a conscious process through which we may ask for input from our family, trusted coworkers or friends or a professional therapist. **Self-confidence** is a sureness about one's self-worth and capabilities. We impact on others through our opinions, the amount we contribute, the sound of our voice, the effect of our silence, the expressions we use. **Personal impact** is about other things apart from your looks of course. Improving your posture, knowing how to shake hands properly, having good manners, not fidgeting and controlling your nerves in meetings. **Interpersonal communication** can mean the ability to relate to people in written as well as verbal communication. **Interpersonally competent** people are self-aware. They use this awareness to better understand others and to adapt their behavior accordingly, build and nurture strong, lasting, mutually beneficial relationships and resolve conflict in a positive manner.

Interpersonal skills are a set of behaviors which allow you to communicate effectively and unambiguously in a face-to-face setting. They can also be thought of as behaviors which assist progress towards achieving an objective.

There are just six interpersonal skills which form a process that is applicable to all situations:

- Analyzing the situation.
- Establishing a realistic objective.
- Selecting appropriate ways of behaving.
- Controlling your behaviour.
- Shaping other people's behaviour.

- Monitoring our own and others'behaviour.

Application of interpersonal skills:

- Analyzing the situation helps us to set realisticobjectives.
- Establishing objectives, in turn, provides thecontext in which to make choices about howbest to behave.
- By being conscious of our own behaviour inworking towards the achievement of objectiveswe are more likely to influence other people'sbehaviour.
- Constant monitoring will provide the feedbackwe need to make situation-dependentadjustments.

Communication is very important part in developing interpersonal relations. **Effective communication** occurs when a desired effect is the result of intentional or unintentional information sharing, which is interpreted between multiple entities and acted on in a desired way. This effect also ensures the message is not distorted during the communication process. Effective communication should generate the desired effect and maintain the effect, with the potential to increase the effect of the message. Therefore, effective communication serves the purpose for which it was planned or designed. Possible purposes might be to elicit change, generate action, create understanding, inform or communicate a certain idea or point of view. When the desired effect is not achieved, factors such as barriers to communication are explored, with the intention being to discover how the communication has been ineffective.**Barriers to effective communication** can retard or distort the message and intention of the message being conveyed which may result in failure of the communication process or an effect that is undesirable. These include filtering, selective perception, information overload, emotions, language, silence, communication apprehension, gender differences and political correctness. This also includes a lack of expressing "knowledge-appropriate" communication, which occurs when a person uses ambiguous or complex legal words, medical jargon, or descriptions of a situation or environment that is not understood by the recipient.

Most people want to be understood andaccepted more than anything else in theworld.Knowing this is the first step toward goodcommunication. Good communication has twobasic components:

1. **You listen to and acknowledge other people's thoughts and feelings:** Rather than showingthat you only care about broadcasting yourfeelings and insisting that others agree withyou, you encourage others to express whatthey are thinking and feeling. You listen andtry to understand.
2. **You express your own thoughts and feelings openly and directly.** Avoiding which results into conflicts.

Conflict occurs in situations in whichthere is opposition. Opposition occurswhen a solution cannot be found in adisagreement.Conflict is a disagreement throughwhich the parties involved perceive athreat to their needs, well-being, interests or concerns. Perception of threat can be physical,emotional, power, status, intellectual,etc. Although conflict is inevitable in the workplace, there are steps that managers can take to avoid the negative consequences that results:

- Agree on a process for addressing conflict *before* conflict arises.
- Make sure everyone knows his or her specific areas of responsibility, authority and accountability.
- Recognize conflicts stemming from faulty organizational systems, such as a pay system that rewards one department at the expense of another.
- Acknowledge the emotional reaction to conflict.
- Consider how to avoid problems rather than assign blame for them.
- Conflicts will not go away by making believe they don't exist; doing so will only make them worse.

Few points to building relationships:

- Become genuinely interested inother people.
- Call people by their names.
- Talk in terms of the other person'sinterest.
- Smile.
- Listen.
- Become aware of yourcommunication style.
- Improve your Interpersonalcompetence.

➔ How does it impact me as a manager?

As a manager the knowledge of Interpersonal relationship management can help me in achieving the following:

- ✓ Solve problems by clarifying the real issues and roadblocks.
- ✓ Minimize conflict and build group commitment.
- ✓ Influence others and motivate them to profitable action through interpersonal skills.
- ✓ Give criticism when necessary and praise to produce results.
- ✓ Make trade-offs without being a pushover on big issues.
- ✓ Implement plans without strong-arm tactics.
- ✓ Develop credibility based on respect and trust.
- ✓ Find alternatives to working with “difficult” people.
- ✓ Generate enthusiasm for your ideas and proposals.
- ✓ Give direction without creating “static”.
- ✓ Save time, energy and talent by improving the entire “people” side of your job.

References:

- Bragg, T. (1999, October). Ten ways to deal with conflict. *IIE Solutions*, pp. 36-37.
- Greenberg, Jerald (2001). *Behaviour in Organizations*, 10th ed.
▪ ISBN-9788-81-203-4602-4
- Image 1: http://www.relaxedworkplace.com/blog/front_page_news/cold-and-warm-relationships-at-work/
- Image 2: <http://www.quantumlearn.com/blog/bid/78844/3-Key-Interpersonal-Skills-You-Need-at-Work-Today-Webinar>
- NeeralBhardwaj. *Interpersonal Relationships: Increasing interpersonal success through self awareness*.
<http://www.scribd.com/doc/3717867/Interpersonal-Relationships>
- Roy M. Berko, et al., *Communicating*. 11th ed. (Boston, MA: Pearson Education, Inc., 2010) 9-12
- Schramm, W. (1954). How communication works. In W. Schramm (Ed.), *The process and effects of communication* (pp. 3-26). Urbana, Illinois: University of Illinois Press