Interpersonal relationships in work environment its influence on the productivity of an organisation

Dr. Shobha Jonathan
shobhajon@gmail.com
St. Francis' College, Koramangala, Bengaluru, Karnataka

Veena Karagudari
veenakaragudari@gmail.com
Jindal College for Women, Bengaluru, Karnataka.

ABSTRACT

How to enhance inner communique inside our very own corporation and stimulate personnel to understand an organization wherein they paintings as their very own and try for joint success? In order to acquire powerful inner communique, it's far essential to contain personnel in all organization`s movements and supply them a danger to specific their perspectives and opinions. It is important to pay attention to the man or woman desires of humans and constantly paintings to enhance inner communications. Business communique is a totally essential a part of commercial enterprise, and refers back to the transmission of messages, change and processing of data and contacts with commercial enterprise companions and the public. The communique in the corporation includes all personnel, at the same time as communique out of doors the corporation includes most effective few. Vertical communique takes location in the corporation from better to decrease organizational levels (authoritative atmosphere) or in different case upward from subordinates to superiors. This type of communique isn't command and carries feedback. Horizontal and lateral communique amongst personnel includes change of perspectives and data from the personal sphere. This communique has a considerable effect on attitudes and conduct of personnel, work ethics and productivity of an organisation.

***Keywords**: Interpersonal, Communication, Employees, Work Ethics, Work Environment*

1. INTRODUCTION

Leadership and management are knowledge domain fields that embrace scientific field of organization and management, communications, economics, laptop science, pedagogy, social science and psychology. Entrepreneurial managers are characterised by behaviour that invariably needs to require advantage of a good entrepreneurial opportunity. Besides these entrepreneurial qualities it's needed to be able to manage employees. Entrepreneurial behaviour may be a constant method of research, analysis, call creating, risk taking and making profit.

2. WHAT IS ORGANIZATION'S CULTURE

An organization's culture defines the proper way to behave within the organization. This culture consists of shared beliefs and values established by leaders and then communicated and reinforced through various methods, ultimately shaping employee perceptions, behaviors and understanding.

3. THE PROCESS OF COMMUNICATION

Without smart communication it's impossible to realize management functions: to determine and implement goals, make plans, organize folks and different resources needed, choose personnel, and beware regarding their development, to lead, inspire and make a positive climate and objectively value the accomplishments of people and organization in general. Internal communication is very important thanks to the very fact that staff wish to grasp what organization they work for is like, its goals and plans, the approach of their realization, the role of team they add and what's expected of every of them on the individual level[1].

Employees appreciate and wish to be a part of a system that creates sense. In situation like this they understand themselves and their work significant that is incredibly vital for work motivation and so for the work performance [2]. However, things in follow is much from ideal. Few of managers of course notify the staff their job description, their power position and responsibilities expected. nobody explains role of their team within the organization or role of the organization in the market. each day they receive

assignments that don't seem to be placed during a broader context, in order that they don`t see a clear association between what they are doing and also the success of the team or organization. On daily bases they see their managers dashing to special meetings, that leaves them feeling unimportant, or that the $64000 work takes place elsewhere. they're not au courant concerning the meetings` outcome unless it involves criticism or announcement of cutting costs.

If the organization uses the proper protocol of internal communication workers have the chance to be frequently hip to regarding events within the organization (through bulletin boards, intranet, newsletters, electronic mail, etc.). They feel necessary and see the that means of their work. However, in spite of the event of varied communication channels, employees understand because the 1st supply of knowledge relating to their work – their direct superior [3]. There often happens a paradox: executives believe that, because of the existence of the department of internal communication, they're discharged of their role as communicators and informants towards employees.

On the opposite hand, the workers could feel a touch cheated: whereas their organization, through the headquarters of internal communications, provides them importance, their manager fails to offer them specific info relating to their operations. they can not feel smart generally if they feel dangerous in everyday work. info concerning nice success of their organization doesn't mean a lot of if their team`s and individual role in it's not clear, likewise as their position in accomplishing goals. staff need to receive feedback so as to grasp wherever they substitute respect to their goals and what they have to try and do more to accomplish them [4]. that's what they expect from their manager who is chargeable for organizing of department and for its success. Ignoring the work of staff by managers (through failure to produce feedback) could be a direct message to them that they're irrelevant, that incorporates a terribly negative impact on motivation.

4. THE ROLE OF MANAGER IN THE COMMUNICATION PROCESS

It is so very vital for each manager to remember of his role as an indoor blabber for his team [5]. he's duty-bound to tell his department frequently regarding its goals and the way those goals work into the objectives of the organization. Manager should additionally clearly gift to every team member what's expected of him to try and do at the moment, on that standards and what are his authorities and responsibilities. staff ought to be regularly hip about their performance [6, 7] and thus given the chance for continuous development and impelled approach to figure assignments [8, 9]. Besides informing, it's vital to raise staff for opinion on all matters important for them in person or for the team, associate degreed for improvement of organization's success in general. For, an honest and effective internal communication is often - 2 sided.

Employees ought to be conversant in the case within the company [10] - honestly and bluntly. If management tries to cover the important image from employees, there's a risk they'll learn data in several ways. That encourages a climate of distrust. workers will explore for the explanations of not being acquainted with 494 Andrea Russo et al. / Procedia - Social and behavioural Sciences forty-one (2012) 492 – 497 the reality [11] and whether or not the situation is far worse than it presently looks like. Negative news is actually needed to be given along with recommendation of actions to be taken so as to beat difficulties. Moreover, the workers ought to be enclosed in thought of potential actions [12, 13]. during this means they'll be concerned and can have the impression of contributory to decisive the fate of the organization, and so their own destinies.

The most applicable tool for making means} of commitment is that the impression that we have a tendency to management our lives. during this way we work as if operating for ourselves and within the finish that's the truth. If the organization is working badly, we are unsure facing potential way forward for aiming to the labor exchange. It typically happens that the management would rather avoid talking concerning the negativity, particularly if they're undecided a way to overcome them, with the aim as to not be taken incompetent.

Role of manager in building teamwork and benefits to the organisation
The company that depends on people and ignores the joint work of all employees will succeed abundant more durable than one that values and demand on teamwork. cooperation brings employees together, creates a positive atmosphere and encourages workers to require more formidable comes [16, 17]. it might be much easier for the workers to participate in a very hard-to-please project knowing they'll have the support of alternative employees, also as their supervisor. cooperation mustn't be restricted solely to employees, however also on the managers. They should, through mutual interaction, point out the coming tasks so as to with success complete them. In such an environment, folks perceive and believe that the results are higher after they together plan, make selections and implement action. staff are aware that 'none folks is nearly as good alone as we tend to are all together'. Inclusion of all employees and their departments alter people to create calls concerning their work independently. Certainly, managers should coordinate the complete process, however individuals ought to lean additional freedom to demonstrate their abilities. operating together, "team building" atmosphere and independent decision – creating all increase loyalty to the company, that is ultimately mirrored in its experience and ability to effectively do tasks within the shortest time possible. With sensible atmosphere in the company and staff feeling good concerning themselves, outflow of personnel is way smaller, even after they get a chance to transfer to higher paid jobs [18].

For an oversized variety of individuals operating setting suggests that over remuneration [18]. If an worker gets a chance to travel to a different company with a rather higher salary being responsive to effort a positive and economical work environment, there's a robust chance that he can reject the offer. On the opposite hand, poor working environment, lack of communication among colleagues and silent corridors, will push staff to another company, even with a lesser salary [19, 20].

In order to make associate degree surroundings of cooperation, bound factors should be coated [21, 22]. The superior must clearly means that teamwork is useful which the worker is anticipated to embrace this manner of working. Executives and company leaders

ought to model the teamwork and mutual respect among themselves and with the remainder of the organization. cooperation should be recognized and rewarded so staff perceive that it's important. Talks on previous successes make sure the importance of teamwork within the previous period. once the organization meets these factors teamwork has all the conditions for achievement and becomes a running wheel of the company. sensible team work doesn't essentially need wonderful social relations and friendly relationship among the employees. it's not necessary for workers to socialize off - hour, though this could be a plus [23, 24]. what's vital is that the correct behavior which will lead to higher in operation outcome.

4. IS THE BEHAVIOUR OF MANAGER MAKE DIFFERENCE AMONG THE TEAM

In the business world, decency isn't sufficiently represented, associated executives are the smallest amount decent. this can be an effect of employees. Having an intense want to bring out the utmost from their staff managers has forgotten the way to inspire commitment among the employees. Manager`s failure to precise feeling is not essentially the results of conceitedness or evil intent, however the idea that the subordinate "are definitely aware of" what quantity their efforts is appreciated [25]. Andrea Russo et al. / Procedia - Social and behavioural Sciences forty-one (2012) 492 – 497 495 However, it matters whether or not managers say impart you. A study printed within the yank magazine Journal of temperament and psychological science [26]. found that individuals react considerably totally different counting on whether one in every of their efforts received gratitude. within the study, sixty nine patients received the task to reply to a letter from the coed Eric, who wanted recommendation relating to aggregation CVs and job applications. Eric' character has been invented, and therefore the researchers themselves stood behind him, however the respondents failed to grasp it. Once they need submitted the specified response, the participants received another letter from Eric, within which he sought further assistance. 1/2 the respondents received a letter within which Eric specific his feeling for the effort, whereas the remainder received a letter of neutral tones while not gratitude.

Experts wished to visualize the result of grateful and cold neutral response on the participants. They were in all probability unsurprised by the result: solely thirty two p.c of these that Eric did not give thanks united to produce him with facilitate once more, whereas as several as sixty six percent of those to whom Eric expressed feeling were willing to send him extra recommendation regarding job applications. Obviously, verbal appreciation doubled the proportion of those who had the motivation to still help strangers. each manager must contemplate whether or not to forget the easy and free technique within the effort to encourage the workers` diligent work. In accordance with previous studies [27, 28], that found that the "carrot" within the geographical point works higher than a "stick", managers draw type employees additional by expressing feeling than with indifference and silence. In additional research, psychologists have found what quite feeling inspired those that have received gratitude to produce additional help [29]. It seems that hyperbolic motivation wasn't the results of shod ego, however of a way that they're valuable to society. "Gratitude provides the sense of being valuable and motivates to continue with this behaviour", terminated researchers. Certainly, completing the work isn't doing favour however duty to be paid. However, the issue of feeling still plays a task additionally to the motivation provided by the wage (and this may not be sufficient). "Express gratitude to the staff and unfold the culture of gratitude! Its positive impact on cooperation in y our organization can amaze you „recommends Derek Irvine, vp of U.S. Globoforce consulting firm [30].

5. HOW THE RESULT OF STUDY WAS MEASURED

Questionnaire related to work environment and expectations of employees at work place were asked. Other factors like stability of their work, security of the work, other ambience of the organisation, physical facility and overall environment of an organisation such as protocol followed in an organisation, systematic work environment, assessment of individual employee, bias free evaluation and application of management policy on employees would lead to profitability of an organisation.

For the purpose of the study 200 employees were sent questionnaire out of which 170 answered. majority answered that they are looking for transparent, systematic, stability of their work, security of the work, other ambience of the organisation, physical facility and overall environment of an organisation such as protocol followed in an organisation, systematic work environment, assessment of individual employee, effective way of communication from their superior and subordinates. There was concern over transparency between management and employees in terms of communication. Employees also looked for interpersonal relationship between them and the development of the same in an organisation. Majority of them answered that the work place is a second home to them and interpersonal relationship played a major role in their emotional development leading to satisfaction of work and contributed towards the productivity of the department and an organisation. It proved that if an employee is happy, he/she can contribute towards the growth and profitability of an organisation.

6. RESULT OF THE STUDY

The results of this study indicate the crucial role of managers in internal communication at intervals the company. so as to attain effective internal communication, it's necessary to involve workers all told company`s actions and provides them an opportunity to specific their views and opinions. it's necessary to pay attention to the individual wants and wishes of employees and check out to include them into a standard vision. Joint effort to enhance internal communications will ultimately result in bigger employees' motivation which will finally lead to their higher performances.

7. REFERENCES
[1] Salin D. Ways of explaining workplace bullying among business professionals: A comparision of two different strategies for measuring bullying. *European Journal of Work and Organizational Psychology,* 10, 2003: 425-441.
[2] Olweus, D., Limber, S. Blueprints for Violence Prevention: Bullying Prevention Program (Book Nine)., University of Colorado at Boulder, Institute of Behavioral Science, Center for the Study and Prevention of Violence, Boulder, CO, 1999.

[3] Seydl C., A Step Forward: Getting to Know the Mobber/Bully at Work. In: M. O'Moore, J. Lynch, und M. Smith, Hrsg., The Fifth International Conference on Workplace Bullying and Harassment in the Workplace: The Way Forward; Proceedings. 178-180., Anti-Bullying Research and Resource Centre, Dublin 2006.

[4] World Health Organization. Raising awareness of Psychological Harassment atWork. Protecting Workers' Health Series No 4, Geneve. 2003.

[5] International Statistical Classification of Diseases and Related Health Problems, 10th Revision, Version for 2007, World Health Organization, http://apps.who.int/classifications/apps/icd/icd10online/

[6] Salin D. Workplace bullying among business professionals: prevalence, gender differences and the role of organizational politics. Pistes. 2005. Available from: http://www.pistes.uqam.ca/v7n3/pdf/v7n3a2en.pdf. Accessed: July 7, 2008.

[7] Salin D. Prevalence and forms of bullying among business professionals: a comparison of two different strategies for measuring bullying. European Journal of Work and Organizational Psychology.2001;10:425-41. doi:10.1080/13594320143000771

[8] Kauppinen T, Heikkila P, Lehtinen S, Lindstrom K, Nayha S, Seppala A, et al. Work and health in Finland in year 2000. [in Finish]. Helsinki: Finnish Institute of Occupational Health; 2000.

[9] Elo A-L, Leppanen A, Lindstrom K, Ropponen T. Occupational Stress Questionnaire: user's instruction. Helsinki: Finnish Institute for Occupational Health; 1992.

[10] Piirainen H, Elo A-L, Hirvonen M, Kauppinen K, Ketola R, Laitinen H, Lindstroem K, Reijula K, Riala R, Viluksela M, & Virtaninen S. Tyo ja terveys – haastattelututkimus v. 2000, Work and Health – and Overview Study in Year 2000, Helsinki: Finnish Institute of Ocupational Health, 2000.

[11] European Foundation for the Improvement of Living and Working Conditions. Violence, bulling and harassment in the workplace. Available from: http://www.eurofound.europa.eu/ewco/reports/TN0406TR01/TN0406TR01.pdf.,Ac cessed: July 4, 2008.

[12] ICN. Guidelines on coping with violence in the workplace. Geneva: International Council of Nurses; 1999.

[13] ICN. Guidelines on coping with violence in the workplace. Geneva: International Council of Nurses; 1999.

[14] Questionnaire S. (on line). Internet research on stress and disease in collaboration with European Academy of Social Sciences [in Italian]. Available from: http://www.psicologia-dinamica.it/psysito/stress/stress.htm. Accessed: 4 July 2007.

[15] Paoli P, Merllie D. Third European survey on working conditions 2000, Dublin: European Foundation for the Improvement of Living and Working Conditions, 2000.

[16] Kleimaker E., Victorian Survey, Women and Violence, Bullying, Harassment and Inappropriate Behaviour At Work, Victorian Trades Hall Council, Carlton, 2003

[17] Dick van R, Wagner U., Stress and strain in teaching: A structural equation approach, British Journal of Educational Psychology, 2001, 71, 243-259

[18] Houtman I., Jettinghoff K., A modern hazard in a tradtional working environment: work related stress, Protecting Workers' Health Series No. 6, Hoofddorp, 2003

[19] Tabachnick BG, Fidell LS. Using multivariate statistics, 3rd ed. New York (NY): HarperCollins College Publisher; 1996.Croat Med J 2008;49:552

[20] Slace_bullyingtatSoft. Inc. SATISTICA (data analysis software system) version 7.1., 2005.   www.statsoft.com

[21] www.moj-posao.hr

[22] http://en.wikipedia.org/wiki/Workp

[23] http://bulliedacademics.blogspot.com/2010_01_01_archive.html

[24] Sutton R., Il metodo antistronzi - come creare un ambiente di lavoro più civile e produttivo o sopravvivere se il tuo non lo è. Roma: Elliot Edizioni s.r.l., 2007 Cemaloglu N. The exposure of primary school teachers to bullying: an analysis of various variables. Soc Behav Pers. 2007;35:789-802.

[25] Seiffge-Krenke I, Welter N. Mobbing, bullying and other forms of aggression among pupils as a source of stress in school. How far the "victims" are involved? [in German]. Prax Kinderpsychol Kinderpsychiatr. 2008;57:60-74. Medline:18361185

[26] Brun E, Milczarek M; European Agency for Safety and Health at Work. Expertforecast on emerging psychosocial risks related to occupational safety and health. European Risk Observatory Report. Luxembourg: Office for Official Publications of the European Communities; 2007.

[27] Mikkelsen E. G, Einarsen S. Basic assumptions and post-traumatic stress among victims of workplace bullying. European Journal of Work and Organizational Psychology, 2002: 11(1), 87-111.

[28] Ege H. Mobbing: Il terore psicologico sul posto di lavoro. Risorse umane in azienda, Organizazzioni speciali, 2000: 76, 1-8.

[29] Kaneklin C, Isobella M. Immagini emergenti della leadership nelle organizzioni. Milano: Vita e pensiero, 1997.

[30] Matthiesen S. B. Bullying at work – antecedents and outcomes, University of Bergen 2006.