A Study on Interpersonal Relations among Employees in Dover Company in Bangalore

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Abstract: *Organizations will get benefit when workers are having good relationship among themselves. An interpersonal relationship is the nature of interaction that occurs between two or more people. People in an interpersonal relationship may interact overtly, covertly, face-to-face or even anonymously. Interpersonal relationships occur between people who fill each other's explicit or implicit physical or emotional needs in some way. Interpersonal relationships may occur with their colleagues, superiors and subordinators in Dover Company in Bangalore. The main intentions of this paper is explaining the importance, types and how to improve interpersonal relations at work between employees, how the interpersonal relations at work are influenced by employees' backgrounds. The demographic characteristics of employees that were expected to influence their perceptions of interpersonal relations were: the age, gender, educational level, and hierarchical level for which they work. The interpersonal relations between the coworkers, superiors and subordinators can be understood from this paper.*

Keywords: Group Dynamics, Group Cohesiveness, Interpersonal Relations, Intrapersonal Relations, Communication, Authority and Responsibility, Line of Authority, Delegation, Span of Control, Employee Empowerment.

1. Introduction

Interpersonal relationships exist between any two or more persons who interact and fulfil one or more physical or emotional needs. Close relationships are sometimes called interpersonal relationships. The closest relationships are most often found with family and a small circle of best friends. Interpersonal relationships require the most effort to nurture and maintain. These are also the relationships that give you the most joy and satisfaction. An interpersonal relationship is an association between two or more people that may range from fleeting to enduring. This association may be based on inference, love, solidarity, regular business interactions, or some other type of social commitment. Interpersonal relationships are formed in the context of social, cultural and other influences. The context can vary from family or kinship relations, friendship, and marriage, relations with associates, work, clubs, neighbourhoods, and places of worship. They may be regulated by law, custom, or mutual agreement, and are the basis of social groups and society as a whole. A relationship is normally viewed as a connection between individuals, such as a romantic or intimate relationship, or a parent–child relationship. Individuals can also have relationships with groups of people, such as the relation between a pastor and his congregation, an uncle and a family, or a mayor and a town. Finally, groups or even nations may have relations with each other. When in a healthy relationship, happiness is shown and the relationship is now a priority. Interpersonal relationships are dynamic systems that change continuously during their existence. Like living organisms, relationships have a beginning, a lifespan, and an end. They grow and improve gradually, as people get to know each other and become closer emotionally, or they gradually deteriorate as people drift apart, move on with their lives, and form new relationships with others. According to a 2010 article in Time magazine, challenges in life may feel less daunting to people with close interpersonal relationships. The magazine notes that close emotional connections and relationships may provide a sense of safety and security that reduces stress and promotes good health. An interpersonal relationship is the nature of interaction that occurs between two or more people. People in an interpersonal relationship may interact overtly, covertly, face-to-face or even anonymously. Interpersonal relationships occur between people who fill each other's explicit or implicit physical or emotional needs in some way. Your interpersonal relationships may occur with friends, family, co-workers, strangers, chat room participants, doctors or clients.

Strong interpersonal relationships 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. The extent of needs that a mother fills is greater than the extent of needs that are filled between, for example, you and the cashier at the grocery store. Mild interpersonal relationships exist when people fill modest needs. For example, if the extent of your relationship with the clerk at the grocery store is that he scans your items and you give him money, which is a weak interpersonal relationship. You need to go through him to get your items at the store, and he needs to collect money from you. Interpersonal relationships occur between people who fill each other's needs in some way. According to Marriage Builders, needs that occur between married couples include affection, sexual fulfillment, physical attractiveness and conversation. You can control the strength of your interpersonal relationships by acting or neglecting to act on the needs of the people that you interact with. For example, find out what your significant other expects from you on birthdays or other special occasions. You can enhance or weaken the relationship by either filling those needs or neglecting to fill them.

Interpersonal Relations at Work

As Drucker (1999) explains, very few people work by themselves and achieve results by themselves – a few great artists, a few great scientists, and a few great athletes. Most people work with other people and are effective through other people. To manage one, therefore, requires taking responsibility for relationships with other people. Although abilities such as good interpersonal skills, communication skills, empathy, collaboration and corporation, and conflict management are required for good interpersonal relations at work in the case of all three groups of coworkers.

Dealing with subordinates

Davis et al. (1996 in Hunt & Baruch, 2003) proposed a framework with five groupings of managerial skills, which they argue are essential for a manager to be successful: (1) administrative, (2) communication, (3) interpersonal, (4) leadership, and (5) motivation skills. As many as four out of the five groupings of managerial skills are skills needed for dealing with subordinates, that is skills required for good interpersonal relations with them.

Therefore, in order to successfully deal with their subordinates, managers should possess the following interpersonal skills: (1) relationship building – ability to develop and maintain conversation and interaction, (2) listening to others, (3) empathy – understanding others' needs and feelings, (4) encouraging others to present their ideas, expose feelings and express opinions, and (5) giving feedback. Of the listed skills, listening skills are the beginning of successful communication, and they are especially important for good interpersonal relations with subordinates. Namely, when a manager listens, he/she is better able to communicate with others, get along with them, and support them (Browning, 2002). In other words, active listening is a key to empathy. Moreover, as Mark Loehr, a managing director at Salomon Smith Barney, observed to Goleman (1998): "When you communicate openly, you open the possibility of getting the best out of people – their energy, creativity. If you don't, then they just feel like cogs in a machine, trapped and unhappy."

Dealing with peers

It is said that if an organization wants to improve the quality of its products/services, it should help team members develop their personal relationships, and look at each other more as people. Several competencies are especially valuable when dealing with peers: (1) building bonds – nurturing instrumental relationships, (2) collaboration and cooperation – working with others toward shared goals, and (3) team capabilities – creating synergy in working toward a group (Goleman, 1998). People who are good at building bonds cultivate and maintain extensive informal networks, seek out relationships that are mutually beneficial, build rapport and keep others in the loop, and make and maintain personal friendships among work associates. People good in collaboration and cooperation balance the focus on the task with attention given to relationships, share plans, information and resources; they promote a friendly, cooperative climate; and they spot and nurture opportunities for collaboration. Team capabilities, in other words creating group synergy in pursuing collective goals, are also important because when teams work well, turnover and absenteeism decline, while productivity tends to rise (Moreland et al. in Goleman, 1998).

Dealing with superiors

Interactions with superiors probably have a greater impact on the employee's career success than his/her contacts with any other individual within the organization (Toropov, 1997). That is why the area of dealing with superiors should not be neglected, as it usually is in contemporary management literature. As a final point, bosses prefer dealing with employees with which they can effectively communicate, on which they can rely, and which support them. In addition, they prefer dealing with employees who are not overly aggressive with them (Walter V. Clarke Associates, 1997 in Goleman, 1998). In other words, they prefer dealing with employees who are able to calm down the working atmosphere or have a tranquilizing persona.

2. Methodology

A research design is considered as the framework or plan for a study that guides as well as helps the data collection and analysis of data. The research design will be experimental for the study. The data will be collected from both primary and secondary sources. The primary source of data will respondents concerned and collected by using a predefined questionnaire.

Data sources

The researcher will gather both secondary data and primary data.

Secondary data: The secondary data will be collected from articles, Journals from Indian management, journals of services marketing,, journals of marketing, journals business reviews, journals of the academic of marketing science, journals of marketing research , journals of retailing, and south Asian journal of marketing, Newspapers and Websites.

Primary data: The primary data will be collected from Dover company employees through well structured questionnaire.

Research approach: Primary data can be collected in surveys method.

Research instrument: Research instrument in collecting primary data is questionnaire.

Sampling Design: The study is based on both primary and secondary data.

Sampling units: Dover company employees.

Sample size: 110

Sampling Procedure: Convenience Sampling Method will be used for collection of primary data.

Contact method: Personal interview

Analytical Tools: Percentage analysis

3. Data Analysis and Interpretation

Table 1

Gender	No. of Respondents	Percentage
Male	71	64.5
female	39	35.5
total	110	100

Interpretation: According to my survey, out of 110 respondents, 64.5% of respondents are male. 35.5% of respondents are female.

Table 2

Age	No. of Respondents	Percentage
20-25	28	25.46
26-30	41	37.28
31-35	23	20.90
36-40	10	9.09
Above 40	8	7.27
total	110	100

Interpretation: According to my survey, out of 110 respondents, 37.27% of respondents are belongs to 26-30 age group peoples, it is the highest percentage in the above table.

Table 3

Education level	No; of respondents	percentage
diploma	18	16.37
b-tech	66	60
m-tech	26	23.63
total	110	100

Interpretation: According to my survey, out of 110 respondents, 60% of respondents have completed their B-Tech, 23.63% of the respondents have completed their M-Tech and 16.36% of respondents have completed their diploma.

Table 4

Hierarchical level	No; of respondents	percentage
Low level	22	20
middle	78	70.91
Top level	10	9.09
total	110	100

Interpretation: According to my survey, out of 110 respondents, 70.90% of respondents are belongs to middle level. 20% responded as low level, 9.09% responded as high level

Overall perceptions of interpersonal relations in a company

1. Good interpersonal relations for you at work?

Table 5

good interpersonal relations for you at work	No; of respondents	percentage
Important	59	53.64
very Important	25	22.73
Neither Important nor very important	22	20
Not Important	4	3.63
total	110	100

Interpretation: According to my survey, out of 110 respondents, 53.63% of respondents responded that the good interpersonal relations are important at work. 22.72% responded that the good interpersonal relations is very important at work, 20% responded that the good interpersonal relations is neither Important nor very important at work and rest of 3.63% responded that it is not important.

Evaluate the working atmosphere around you.

Table 6

Atmosphere around you.	No; of respondents	percentage
Good	75	68.19
very good	30	27.27
bad		
very bad		
neither good nor bad	05	4.54
total	110	100

Interpretation: According to my survey, out of 110 respondents, 68.18% of respondents responded that the working atmosphere is good. 27.27% responded that the working atmosphere is very good, 4.54% responded that the working atmosphere is neither good nor bad.

Communication is the difficult for you at working place?

Table 7

Communication is the difficult for you at working place	No of respondents	percentage
a) Work related	03	2.73
b) unwork related	107	97.27
total	110	100

Interpretation: According to my survey, out of 110 respondents, 97.27% of respondents are getting difficult communications which is not useful to work related.

Perceptions of superior – subordinate relations,

Relationship with your superior?

Table 8

Relationship with your superior	No. of respondents	Percentage
Good	57	51.82
very good	28	25.46
bad		
very bad		
neither good nor bad	25	22.72
total	110	100

Interpretation: According to my survey, out of 110 respondents, 51.81% of respondents responded that the relationship with superiors is good, 25.45% responded that the relationship with superiors is very good, 22.72% responded that the relationship with superiors is neither good nor bad.

Subordinates participate?

Table 9

subordinates participate	No; of respondents	percentage
a)Yes	40	36.36
b) no	70	63.64
total	110	100

Interpretation: According to my survey, out of 110 respondents, 63.63% of the subordinates are not participating in the decision making.

Free to tell your opinion to your superior?

Table 10

free to tell your opinion to your superior	No; of respondents	percentage
a)Yes	27	24.55
b) no	83	75.45
total	110	100

Interpretation: According to my survey, out of 110 respondents, 75.45% of respondents are not communicating freely with their superiors.

Relations among peers

Co-workers relations in the organization?

Table 11

Co-workers relations in the organization	No of respondents	Percentage
Good	45	40.90
very good	60	54.55
bad		
very bad		
neither good nor bad	05	4.55
total	110	100

Interpretation: According to my survey, out of 110 respondents, 54.54% of respondents responded that the co-workers relations is very good, 40.90% responded that the co-workers relations is good, 4.54% responded that the co-workers relations is neither good nor bad.

Any problem through your co-workers?

Table 12

Any problem through your coworkers	No of respondents	Percentage
Yes	08	7.27
no	102	92.73
total	110	100

Interpretation: Interpretation: According to my survey, out of 110 respondents, 92.72% of respondents are not getting any problems through their co-workers.

4. Findings

- 37.27% of respondents are belongs to 26-30 age group peoples,
- Out of 110 respondents, 60% of respondents have completed their B-Tech, 23.63% of the respondents have completed their M-Tech and 16.36% of respondents have completed their diploma.
- Out of 110 respondents, 70.90% of respondents are belongs to middle level. 20% responded as low level, 9.09% responded as high level
- Out of 110 respondents, 53.63% of respondents responded that the good interpersonal relations are important at work.

22.72% responded that the good interpersonal relations is very important at work, 20% responded that the good interpersonal relations is neither important nor very important at work and rest of 3.63% responded that it is not important.

- Out of 110 respondents, 68.18% of respondents responded that the working atmosphere is good. 27.27% responded that the working atmosphere is very good, 4.54% responded that the working atmosphere is neither good nor bad.
- Out of 110 respondents, 97.27% of respondents are getting difficult communications which is not useful to work related.
- Out of 110 respondents, 51.81% of respondents responded that the relationship with superiors is good, 25.45% responded that the relationship with superiors is very good, 22.72% responded that the relationship with superiors is neither good nor bad.
- Out of 110 respondents, 63.63% of the subordinates are not participating in the decision making.
- Out of 110 respondents, 75.45% of respondents are not communicating freely with their superiors.
- Out of 110 respondents, 54.54% of respondents responded that the coworkers relations is very good, 40.90% responded that the coworkers relations is good, 4.54% responded that the coworkers relations is neither good nor bad.
- Out of 110 respondents, 92.72% of respondents are not getting any problems through their coworkers.

5. Suggestions

1) Superiors are not giving more priority to subordinates, when they are taking decisions.
2) Subordinates are unable to communicate with their superiors.
3) People with B.Tech background and comparatively more than people with M.Tech background.
4) Employees are influenced by the demographical characteristics.
5) Some of the employees are getting communication problem with their coworkers.

6. Conclusion

To develop organization, there should be good relationship between superiors, subordinate as well as peers. Each and every superior has given more priority to the subordinates, why because they are also part of the organization. When the organization is going to recruit the employees, they have to see the democratically factors.

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