

HR Excellence towards Interpersonal Relationship

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Abstract:

Relationship is normally viewed as a connection between two individuals, such as an intimate relationship. Interpersonal relationships 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. It generally means the skills an individual has in building and maintaining relationships with others. Interpersonal relationships are dynamic systems that change continuously during their existence. Like living organisms, relationships have a beginning, a lifespan, and an end. Every person in this universe will need the help of some one else one-day or other. All of us are interdependent and need one another for help. Interpersonal skills are behaviors, used face to face, that succeed in helping progress towards a useful outcome. Interpersonal relationship includes not just one's relationship with the other partner or close friends; it also involves in one's behavior with colleagues, business partners and clients.

Keywords: Interpersonal skills; Interpersonal communication; Interpersonal awareness; Interpersonal competence.

Introduction:

Interpersonal relationships are the basic unit of examination in promoting a climate of performance in the modern organizations. They are official and bound to rules and

regulations. They are expected to be goal and task oriented. Informal relationships, on the other hand, are based on 'will' and 'pleasure' of an individual. They are personal and sustained as long as they satisfy the individuals. A feeling of comfort and protection is found when one associates with others.

A relationship is normally viewed as a connection between two individuals, such as an intimate relationship. Individuals can also have relationship with groups of people. Interpersonal relationship usually involves 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. (Wikipedia, 2012)

Interpersonal relationship varies in differing levels of intimacy and sharing; implying the discovery or establishment of common ground, and may be centered on something shared in common. It generally means the skills an individual has in building and maintaining relationships with others. Interpersonal relationship relates to relationship or communications among people, e.g., one needs good interpersonal skills for the job.

An interpersonal relationship is an association between two or among 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, friendship, and marriage, relations with associates, work, clubs, neighborhoods, 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.

The development of successful working relationships takes time. The development of a working relationship occurs in the following sequences:

- A positive impression opens the door for a long-term working relationship.
- The initial contact produces a set of impressions and attitudes in each towards the other.
- Mutual trust and influence develop as a result of meeting the psychological contract, and these ensure the continuation of the relationship.
- The interacting parties make continuous attempts to meet each other's expectations.

Interpersonal relationships are dynamic systems that are likely to 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, move on with their lives and form new relationships with others.

Stages of developing Interpersonal Relationships

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 more satisfactory the association becomes, the greater the influence the parties have on each other.

Forming first impressions: First impressions, though often inaccurate, are lasting impressions. First impressions are lasting because they influence the way in which people see subsequent data about the perceived object or person. So, whether or not first impressions are correct, it is important for us to make favorable impressions on other people. Initial impressions do not guarantee long-term relationships, but they are

essential for entering into enduring relationship with others. Thompson describes the following qualities which help make a good first impression: Poise, articulation, conservative dress, positive attitude, knowledge ability, thoughtfulness, self-confidence. (Dr.B.R.A.Open University, 2001)

Developing mutual expectations: When people are mutually impressed, they are more likely to enter into a long-term relationship. When this happens, they develop certain expectations about each other. In work 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.

Contact: Contact may be perceptual, a result of interaction cues, invitational, or simply an avoidance strategy. Perceptual contact is the way interacting parties look at each other and their body language. Interaction cues come from nodding, maintaining eye contact, etc. Invitational contact takes place when either of the interacting parties tries to encourage potential interpersonal relations. Finally, contact for avoidance strategies takes place for lack of disclosure and eye contact.

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. (Livestrong, 2012)

Strong Interpersonal Relationships: 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, acceptance love. 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 supermarket.

Weak Interpersonal Relationships: Mild interpersonal relationships exist when people fill modest needs. For example, if the extent of your relationship with the clerk at the supermarket 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 supermarket, 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. (Live strong)

Interpersonal behavior is concerned with interaction of two persons at a time. In this interaction, the individual behaves in a particular way which may be either cooperation or conflicting. Interpersonal behavior may be of two types;

Interpersonal Cooperative Behavior: When the interaction between two persons is mutually gratifying, it is cooperative behavior. In this point of view, both persons are engaged in complementary transactions. Out of this interaction, both persons get satisfied over the objectives of mutual interaction. Conditions necessary for cooperative interpersonal behavior are mutual trust and respect, concern for each other's and interaction with complementary ego states. In organizational setting, such

behaviors are functional and lead to the achievement of organizational objectives providing satisfaction to the individuals at the same time. (L.M.Prasad, 2005)

Transactional Analysis (TA): The managers should take effective steps to overcome such behaviors. To analyze and improve interpersonal behavior, transactional analysis technique has been developed.

Transactional Analysis offers a model of personality and the dynamics of self and its relationship to others that makes possible a clear and meaningful discussion of behavior. TA refers to a method of analyzing and understanding interpersonal behavior. When people interact, there is social transaction in which one person responds to another. The study of these transactions between people is called Transactional Analysis. TA was developed by Eric Berne, Harris and Jongeward for psychotherapy in 1950. He observed in his patients that often it was as if several different people were inside each person. He also observed that these various 'selves' transmitted with people in different ways. TA involves analysis of awareness, structural analysis (ego states), and analysis of transactions, script analysis and games analysis.

Transactional analysis improves interpersonal relationship by providing understanding of ego states of persons involved in interaction. It emphasizes complementary transactions which ensure complete communication and problem-solving approach. The effective managers may be able to analyze transactions with employees in the organization.

People spend a large portion of their time in organizations interacting with others. They provide the connective issues that help to hold together the subparts of the organization. While there are exceptions, in general, these are fair relationships which the people conduct themselves, that is, they are two person contacts. The dyadic

relationship involves the social transactions between them and the transactional analysis is an attempt to understand and improve such transactions.

Life Positions: The individual's behavior towards others is largely based on specific assumptions that are made early in life. Very early in the childhood, a person develops from experience a dominant philosophy. Such philosophy is tied into his identity, sense of worth, and perceptions of other people. This tends to remain with the person for life time unless major experiences occur to change it. Such positions are called psychological positions.

Life Script: When confronted with a situation, a person acts according to his script which is based on what he expects or how he views his life position. In a sense, man's behavior becomes quasi-programmed by the script which emerges out of life experience. In everyday language, a script is the text of a play, motion picture, or radio programmed. A person, when confronted with a situation, acts according to his script which is based on what he expects or how he views his life script. In a sense, man's behavior becomes quasi-programmed by the script which emerges out of his experience. (L.M.Prasad, 2005)

Self-concept: Your self-concept is a reflection of all your past experiences with other persons and includes characteristics which distinguish you from others. Once your self-concept is established and specific patterns of behavior are adopted, it tends to resist change. This resistance to change also gives you a degree of stability that prevents you from regarding yourself as worthless at one moment and worthy at the next. As your activities are organized and integrated in relation to your self-concept, you can expect to develop a relatively consistent life-style. Also, you achieve a stable interpersonal environment by maintaining a consistent relationship between your self-concept and your beliefs about how others behave and feel toward you with

regard to your self-concept. In order to maintain your interpersonal environment and to maximize congruence or harmony, you actively use certain mechanisms to stabilize interactions:

- **Misperception:** When the actual expectations of others are not congruent with your self-concept or behavior, you may simply misperceive how others see you.
- **Selective interaction:** You may choose to interact with the persons with whom you can most readily establish a congruent state.
- **Selective evaluation of the other person:** You maximize congruency by favorably evaluating those who behave congruently towards you and devalue those who do not.
- **Selective evaluation of self:** You maximize congruency by altering the values placed on various aspects of your self-concept so that the aspects that are in agreement with the perception of your own behavior and those of others are most highly evaluated.
- **Response evocation:** You, intentionally or unintentionally, behave in a way that results in other's behaving toward you in a congruent fashion. A person in interaction controls the cues provided to others to ensure that he or she will be categorized in certain ways and not in any unexpected way.

These mechanisms, mentioned above, are some of the means used by any person to protect one's self-concept and maintain an interpersonal environment.

Interpersonal Communication

Interpersonal communication can mean the ability to relate to people in written as well as verbal communication. This type of communication can occur in both a one-on-one and a group setting. This also means being able to handle different people in

different situations, and making people feel at ease. Communication skills are active listening, giving and receiving criticism, dealing with different personality types, and non-verbal communication.

Most people want to be understood and accepted more than anything else in the world. Knowing this is the first step towards good communication. Good communication has two basic components.

- You listen to and acknowledge other people's thoughts and feelings; Rather than showing that you only care about broadcasting your feelings and insisting that others agree with you, you encourage others to express what they are thinking and feeling. You listen and try to understand.
- You express your own thoughts and feelings openly and directly; if you only listen to what other people are thinking or feeling and you don't express your own thoughts or feelings, you end up feeling shortchanged or "dumped on."

The major emphasis in interpersonal communication is on transferring information from one person to another. The purpose of interpersonal communication is to effect behavioral change by incorporating psychological processes (perception, learning and motivation) and language. In addition, listening sensitivity and non-verbal communication are also included. Getting feedback and providing feed forward are most important in interpersonal communication. The importance of feedback cannot be over emphasized as effective interpersonal communication highly depends on it. Both formal and informal networks should be used for effective feedback. It makes communication a two-way process. Networking leads to mutual support and help which is essential for rapid career progress. (Andrew Luthans, 1987).

Interpersonal communication is important because of the functions it achieves.

Whenever we engage in communication with another person, we seek to gain information about them. We also give off information through a wide variety of verbal and non-verbal cues.

- **Gaining information:** One reason we engage in interpersonal communication is so that we can gain knowledge about another individual. We attempt to gain information about others so that we can interact with them more effectively. We can better predict how they will think, feel and act if we know who they are. We gain this information passively, by observing them; actively, by having others engage them; or interactively, by engaging them ourselves. Social penetration, i.e., self-disclosure is often used to get information from another person.
- **Building a context of understanding:** We also engage in interpersonal communication to help us better understand what someone says in a given context. The words we say can mean very different things depending on how they are said or in what context. Interpersonal communication helps us understand each other better.
- **Establishing identity:** We engage in interpersonal communication is to establish an identity. The roles we play in our relationships help us establish identity. So too does the face, the public self-image we present to others. Both roles and face are constructed based on how we interact with others.(Abacon,2012)

Social Associations

Interpersonal relationships are built through social associations, connections, or affiliations between two or more people (Indianetzone, 2012). Interpersonal

relationships often mix the explicit and implicit interaction modes, which may be focused or unfocused. Marketing people try to develop focused interpersonal relationships with the customers. Management and administrative staff try to remain unfocused in their interpersonal relationships with employees of other departments because of the confidentiality involved in their duties. Through interpersonal relationships, we make self-disclosure, provide feedback, exert power, and show respect. Culture and language define the extent of interpersonal relationships.

Mintzberg's interpersonal roles are primarily social in nature; that is, they are roles in which the manager's main task is to relate to other people in certain ways. The manager sometimes may serve as a figurehead for the organization. Taking visitors to dinner and attending ribbon-cutting ceremonies are part of the figurehead role. In the role of leader, the manager works to hire, train, motivate and control them. Finally, the liaison role consists of relating to others outside the organization. For example, a manager at Intel might be responsible for handling all price negotiations with a key supplier of electronic circuit boards. Obviously, each of these interpersonal roles involves behavioral processes. (Gregory Moorhead, 2000)

Stress in Relationships

Relationship problems are another type of stress we all experience from time to time. Conflicts can arise with our spouse, parents, children, friends, co-employees, bosses, or even with total strangers. As common as our relationship problems are, we often misunderstand what causes them to occur. Much of the time they come from hidden conversations and action patterns within us, not from the behavior or attitudes of others. The problem is we often don't notice role that we play. In addition, most people are confused about what it takes to create happy, successful, long-term interpersonal relationships.

Interpersonal relationships become problematic when one or more of the participants has needs that are not met within the relationship. Someone who wishes to end a relationship may intentionally neglect the needs of the other person, but sometimes needs change and people fail to keep up with those changes.

For example, a spoiled child may have a strong relationship with his parents only when his needs are met, but problems arise when the child does not get toy he wants. A mother may try to fill safety needs for her son by advising against his desire for travel or adventure, although his need for safety may not be as strong as his need for freedom and exploration.

Challenges in life may feel less daunting to people with close interpersonal relationships. Close emotional connections and good relationships may provide a sense of safety and security that reduces stress and promote good health.

Conclusion

An effective interpersonal relationship cannot develop unless the participants are willing to honor their psychological contacts. The result of fulfilling the psychological contacts is an increased level of trust, confidence and influence. Man is a social-animal. As your field of play increases the complexity of interaction also goes on increasing. In organizations as an executive you need to manage more employees and vast understanding of everybody. The closer the relationship is the more effort you should make to understand them. Somebody becomes closer and dearer to you only you understand them better, if they understand you, then they enjoy the closeness of the relationship. With your understanding you can create situations where the other person would be able to understand you better. Unfortunately the closest relationships in the world have more conflict going on, than between enemies.

Interpersonal relationship is a long term association between two or more people. The association is based on emotions like liking, business interaction etc. Interpersonal relationship exists between any two or more persons who interact and fulfill one or more physical or emotional needs. A relationship is normally viewed as a connection between two individuals such as an intimate relationship. Interpersonal relates to relationship or communication between people. Interpersonal relationship and interpersonal communication promote your career opportunities and fulfill the personal objectives also. Interpersonal relationships are the basic unit of promoting a climate of performance in the modern organizations.

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