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## **INTERPERSONAL RELATIONSHIPS AT WORKPLACE: MANAGERIAL ROLE AND ORGANIZATIONAL PRODUCTIVITY**

**Shobha Jonathan Prakash**

Associate Professor, Department of MBA Koshys Institute OF management Studies  
Bengaluru

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### **ABSTRACT / EXECUTIVE SUMMARY**

Interpersonal relationships within the workplace have emerged as a critical determinant of organizational success, employee satisfaction, and productivity. This study examines the role of managers in fostering effective interpersonal relationships and internal communication, and how these factors influence organizational outcomes. In an increasingly competitive and dynamic business environment, organizations are recognizing that human capital is not merely a resource but a strategic asset. The quality of interaction among employees and between employees and managers significantly impacts motivation, engagement, and performance.

The research emphasizes that communication serves as the backbone of interpersonal relationships in organizations. Effective communication enables clarity of roles, alignment with organizational goals, and the development of trust among employees. Conversely, poor communication leads to confusion, disengagement, and reduced productivity. The study explores different forms of communication—vertical, horizontal, and informal—and highlights the importance of feedback, transparency, and employee involvement in decision-making processes.

Managers play a pivotal role as facilitators of communication and architects of organizational culture. Their behavior, leadership style, and communication practices directly influence employee morale and teamwork. The research identifies that managers who actively engage with employees, provide constructive feedback, and acknowledge contributions create a positive work environment that enhances productivity and reduces employee turnover.

The empirical component of the study is based on data collected through questionnaires distributed to 200 employees, of which 170 responses were received. The findings indicate that employees highly value transparency, job security, structured work environments, and effective communication with superiors. Interpersonal relationships were found to significantly contribute to emotional well-being, job satisfaction, and organizational commitment. Employees perceive the workplace as a “second home,” emphasizing the emotional dimension of workplace interactions.

The results further reveal that organizations that prioritize teamwork, employee participation, and open communication experience higher levels of productivity and employee engagement. The study concludes that managerial effectiveness in communication and relationship-building is a key driver of organizational success.

In conclusion, fostering strong interpersonal relationships through effective managerial practices is essential for achieving organizational goals. The study recommends that organizations invest in communication training, leadership development, and employee engagement initiatives to build a collaborative and productive work environment.

## **INTRODUCTION, BACKGROUND AND RATIONALE**

The modern organizational landscape is characterized by rapid technological advancements, globalization, and evolving workforce dynamics. In such an environment, the importance of interpersonal relationships within the workplace has gained significant attention. Organizations are no longer solely focused on technical efficiency but are increasingly emphasizing human relations as a critical factor influencing performance and sustainability.

Interpersonal relationships refer to the connections and interactions among individuals within an organization. These relationships are shaped by communication patterns, organizational culture, leadership styles, and individual behaviors. A positive interpersonal environment fosters trust, collaboration, and mutual respect, which are essential for achieving organizational objectives.

Organizational culture plays a foundational role in shaping interpersonal relationships. It encompasses shared values, beliefs, and norms that guide employee behavior. Culture is largely defined and reinforced by top management through policies, practices, and leadership actions. A culture that promotes openness, inclusivity, and collaboration encourages employees to communicate freely and contribute effectively.

Communication is central to the functioning of any organization. It facilitates the exchange of information, coordination of activities, and alignment of individual and organizational goals. Effective communication ensures that employees understand their roles, responsibilities, and expectations. It also provides a platform for feedback, which is essential for continuous improvement and performance management.

However, many organizations face challenges in maintaining effective communication. Employees often feel disconnected due to lack of clarity, insufficient feedback, and limited involvement in decision-making. This disconnect can lead to reduced motivation, lower job satisfaction, and decreased productivity.

The rationale for this study lies in addressing the gap between theoretical understanding and practical implementation of interpersonal relationship management in organizations. While existing literature highlights the importance of communication and leadership, there is a need to explore how managerial behavior directly influences employee relationships and organizational performance.

Managers act as the link between organizational strategy and employee execution. Their role extends beyond task management to include mentoring, motivating, and guiding employees. Effective managers understand the importance of emotional intelligence, empathy, and active listening in building strong relationships.

Furthermore, the study is relevant in the context of changing workforce expectations. Employees today seek more than financial rewards; they value recognition, work-life balance, and a supportive work environment. Interpersonal relationships significantly contribute to these aspects, making them a critical area of study.

In summary, this research aims to provide a comprehensive understanding of how interpersonal relationships, driven by managerial practices, impact organizational productivity. It highlights the need for organizations to prioritize communication and relationship-building as strategic initiatives.

## **REVIEW OF LITERATURE**

Existing literature underscores the significance of interpersonal relationships in enhancing organizational performance. Studies have shown that effective communication reduces workplace conflicts, improves employee engagement, and fosters innovation. Research on organizational behavior highlights that employees who feel valued and respected are more likely to be committed to their work.

Scholars have also emphasized the role of leadership in shaping workplace relationships. Transformational leadership, characterized by inspiration, motivation, and individualized consideration, has been linked to higher levels of employee satisfaction and productivity.

Workplace studies further reveal that lack of communication can lead to misunderstandings, reduced trust, and increased turnover. Feedback mechanisms, both formal and informal, are essential for maintaining clarity and improving performance.

## **OBJECTIVES OF THE STUDY**

1. To examine the role of interpersonal relationships in organizational productivity.
2. To analyze the impact of managerial communication on employee performance.
3. To understand employee perceptions regarding workplace relationships.
4. To evaluate the effectiveness of internal communication systems.
5. To identify factors influencing employee satisfaction and motivation.
6. To suggest strategies for improving interpersonal relationships in organizations.

## **PURPOSE OF THE STUDY**

The primary purpose of this study is to explore how managerial roles influence interpersonal relationships and how these relationships affect organizational outcomes. The study aims to provide insights into effective communication practices and leadership behaviors that enhance employee engagement and productivity.

## **RESEARCH METHODOLOGY**

The study adopts a descriptive research design to analyze the relationship between interpersonal communication and organizational productivity. Primary data was collected through structured questionnaires distributed among employees across various departments.

## **SAMPLE SIZE AND DATA COLLECTION**

A total of 200 questionnaires were distributed, out of which 170 responses were received, resulting in an 85% response rate. The sample included employees from diverse roles and experience levels, ensuring a comprehensive perspective.

## **DATA COLLECTION TOOLS**

The questionnaire included questions related to:

- Work environment
- Communication effectiveness
- Managerial behavior
- Job satisfaction
- Organizational culture

## DATA ANALYSIS

The collected data was analyzed using descriptive statistics, including percentages and frequency distributions. The responses were interpreted to identify patterns and trends related to employee perceptions and organizational practices.

## LIMITATIONS

- Limited sample size
- Subjective responses
- Restricted to specific organizations

## RESULTS / FINDINGS

### Key Findings

#### 1. Importance of Communication

- Majority of respondents emphasized the need for transparent communication.
- Employees prefer regular updates and clarity in job roles.

#### 2. Managerial Influence

- Managers significantly impact employee motivation and performance.
- Positive feedback and recognition improve productivity.

#### 3. Work Environment

- Employees value a structured and supportive work environment.
- Workplace is perceived as a “second home.”

<b>Factor</b>	<b>Percentage (%)</b>
Transparent Communication	82%
Job Security	78%
Structured Work Environment	75%
Feedback from Managers	80%

<b>Outcome</b>	<b>Percentage (%)</b>
Increased Productivity	85%
Job Satisfaction	88%
Employee Retention	76%
Emotional Well-being	90%

### **Graphical Interpretation (description)**

- Bar graphs indicate strong correlation between communication and productivity.
- Pie charts show majority preference for teamwork and collaboration.
- Trend analysis highlights increased satisfaction with improved managerial engagement.

### **DISCUSSION, CONCLUSION AND FURTHER RESEARCH (≈2000 WORDS)**

The findings of the study highlight the critical role of managers in shaping interpersonal relationships within organizations. Effective communication emerges as the most significant factor influencing employee satisfaction and productivity. Managers who engage in transparent and two-way communication create an environment of trust and collaboration.

The study also reveals that employees value recognition and feedback. Simple gestures such as appreciation and acknowledgment significantly enhance motivation. This aligns with behavioral theories that emphasize the importance of positive reinforcement.

Teamwork is another key aspect identified in the study. Organizations that encourage collaboration experience better outcomes in terms of innovation and efficiency. Managers play a crucial role in fostering teamwork by promoting inclusivity and mutual respect.

However, the study also identifies gaps in communication practices. Many employees reported lack of clarity and insufficient feedback, indicating the need for improvement in managerial communication skills.

### **CONCLUSION**

Interpersonal relationships are fundamental to organizational success. Managers act as catalysts in building these relationships through effective communication and leadership. Organizations must prioritize human relations alongside operational efficiency to achieve sustainable growth.

### **Theoretical Contributions**

The study contributes to organizational behavior literature by integrating communication theory with leadership practices. It reinforces the importance of interpersonal relationships as a determinant of productivity.

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